

KwaDukuza Municipality

Integrated Development Plan

“By 2030, KwaDukuza shall be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.”



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Chapter 1

Executive Summary

1.1. KwaDukuza As Part Of Ilembe Family Of Municipalities

KwaDukuza Municipality forms part of the iLembe District Municipality area (DC29), and lies on the east coast of KwaZulu-Natal, between the eThekweni Metro in the south and the Tugela River mouth in the south. At 3 260m², iLembe District Municipality is the smallest of the 10 KZN district municipalities. There are four local municipalities that constitute Ilembe District Municipality. These local municipalities are, Mandeni, KwaDukuza, Ndwedwe and Maphumulo.

Ilembe District is made up of 45 Traditional Authority areas where settlement is controlled by Traditional Authorities according to a traditional system of land allocation by the iNkosi to the families of his tribe. These Traditional Areas cover approximately 63% of the total area where the State and the Ingonyama Trust own the majority of the land within Municipality of Maphumulo, the lower reaches of Ndwedwe (69%) and coastal and inland reaches of Mandeni (49%).

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane. Areas of urbanization in the District comprise of KwaDukuza, Mandeni, the Dolphin Coast and Nkwazi. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, Isithebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

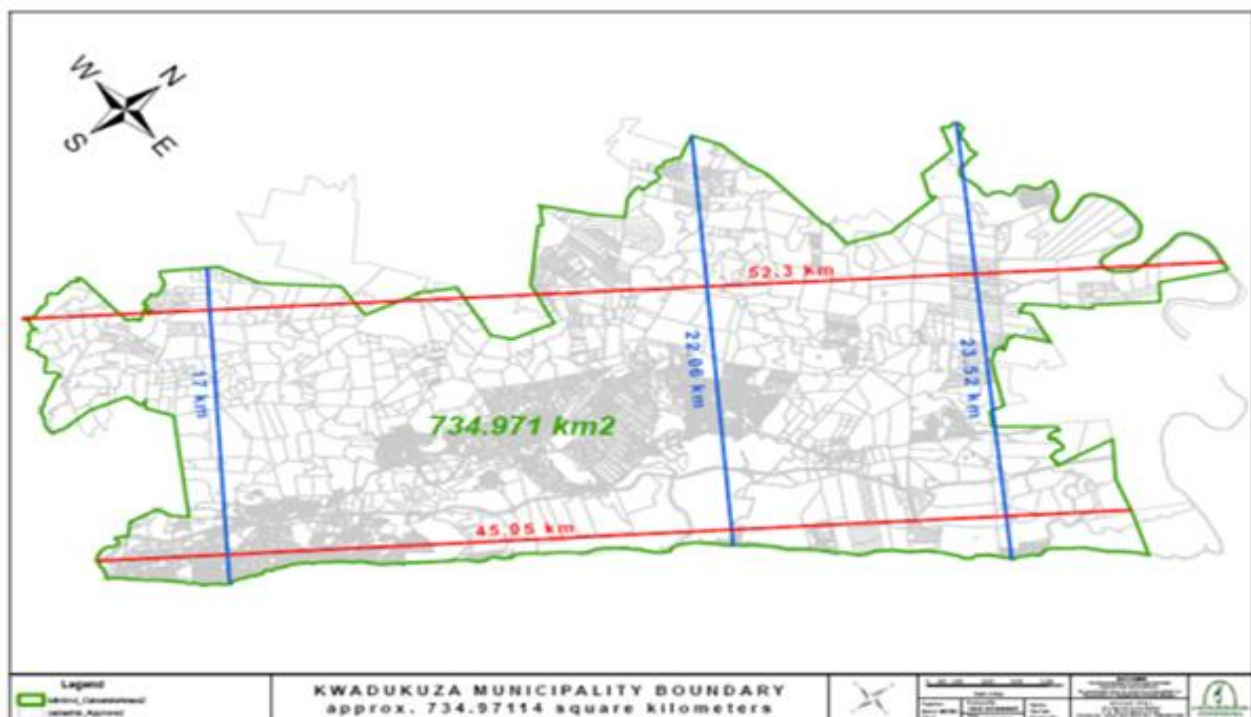
Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west and Nyoni and Mbizimbelwe in the north comprise of commercial and service development in the rural areas. (iLembe DM, IDP)

The iLembe District is bordered by economic powerhouses to the north and south. Despite this, the iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Location between Africa's two great ports, i.e. Durban and Richards Bay and its excellent transport infrastructure
- Potential to capitalize on targeted spill over from initiatives planned for Durban such as the Dube trade Port
- Pristine beaches and a relatively unspoilt natural environment, undermines the claim of being "The Jewel of the Kingdom of the Zulu".
- Centrally located to the province's other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZN's natural attractions and two World Heritage Sites.
- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- A warm ocean provides comfortable bathing all year round.
- Unique quality of the District's agricultural attributes of soil types, climatic diversity and rainfall.

1.2. KwaDukuza Broad Geographical Context

KwaDukuza Municipal area of jurisdiction is approximately **734.971km² in extent**. The KwaDukuza municipal area stretches from the Zinkwazi River in the north to the UThongathi River in the South. It borders four Municipalities, viz, eThekweni, Ndwedwe, Maphumulo and Mandeni. It is one of the four municipalities that make up the ILembe District Municipality.



KwaDukuza functions as the district node and dominant commercial center in the ILembe District. KwaDukuza Municipality occupies a coastal and inland stretch of approximately **52.3 km in length** and **23 km in width**, a variety of clustered and ad hoc settlements and small towns exist and are linked with a well-developed network of roads and rail infrastructure. The key feature of KwaDukuza is the N2 Development Corridor that runs through it.

The name KwaDukuza epitomizes the historical background of the area being the home to King Shaka Gravesite and Memorial. The town KwaDukuza is built on the original site of King Shaka's Royal settlement called Dukuza. The KwaDukuza museum is situated opposite the site of King Shaka Memorial and is dedicated to the sugar industry and colonialism, the cultural heritage of the early settlers of the town Stanger. The population dynamics of KwaDukuza Municipality is highly diverse due its multi-racial composition and rich settlement history. KwaDukuza has a distinct eastern flavour and is linked to the earlier settlement of Indian families who were imported to work on the sugar cane farms of the big sugar barons such as Sir Liege Hullet.

- KwaDukuza has a significant number of gazetted land claims that occur in band from Blythedale Beach to KwaDukuza Town and westwards, which may influence the potential phasing of development;
- Most of the social facilities are located in urban and peri-urban areas, with the exception of basic education facilities, there is expected to exist a backlog in the rural areas;
- Commercial local level activities are located in all urban and peri-urban areas; the major commercial development is located in the KwaDukuza and Ballito areas;
- Industrial manufacturing investments in KwaDukuza include the Stanger Sappi Paper Mill and Sugar Mills in Darnall and Gledhow. The Isithebe Industrial Estate in the Mandeni area is of significance in the north and the UThongathi/Maidstone industrial areas in eThekweni in the south. Smaller scale light industrial activities exist north of Ballito and in the Groutville area;
- Agriculture is the dominant economic sector in KwaDukuza contributing 23% of the total gross domestic product. The dominant agricultural product is sugar cane. There are however also other agricultural products such as vegetables, flower and sub-tropical vegetables. The majority of the commercial farming areas consist of large-scale activities. The municipality also accommodates areas of afforestation and related paper mills at Mandeni and KwaDukuza; and
- Recreation has significant potential and the municipality has identified the need to enhance and extend the sector. Primary factors attracting tourists to the area include beaches, culture and wildlife.

In terms of settlements, the existing urban development is located in the formally established towns of KwaDukuza, Ballito, uMhlali, Shaka's Kraal, Prince's Grant, Blythedale Beach, Tinley Manor, Zinkwazi as well as portions of Groutville. Peri-urban to semi-rural settlement occurs throughout much of the center of the municipality, extending from the northern boundary via KwaDukuza, Groutville and uMhlali to the southern edge abutting eThekweni. It must be noted that densities and development qualities vary significantly. Although some rural settlement occurs in the Groutville area, much of the rural and traditional settlement is

concentrated in the north-western Ingonyama Trust areas. A variety of new housing areas are in the process of being established throughout the municipality from Ballito in the south to Darnall in the north.

1.3. KwaDukuza Powers And Functions

The following are the powers and functions assigned to KwaDukuza

<ul style="list-style-type: none"> • Air & Noise Pollution • Beaches and Amusement Facilities • Billboards & Display of Advertisements in Public Places • Building, Trading Regulations, Liquor & Public, Nuisance Control • Cemeteries, Funeral Parlours & Crematoria • Child Care Facilities • Cleansing & Trade Areas • Electricity Reticulation • Fencing and Fences 	<ul style="list-style-type: none"> • Fire Fighting Services Licensing, Facilities for Accommodation, Care & Burial of Animals • Local Tourism • Local Amenities • Local Sport Facilities • Markets Stalls / Trade Areas • Municipal Abattoirs • Municipal Planning • Municipal Public Transport • Municipal Parks and Recreation • Municipal Roads 	<ul style="list-style-type: none"> • Pontoons, Ferries, Jetties, Piers & Harbours • Storm Water Management • Pounds • Public, Nuisance Control Fire Fighting Services • Public Places • Pontoons, Ferries, Jetties, Piers & Harbours • Refuse Removal, Refuse Dumps & Solid Waste • Street Trading • Traffic and Parking • Storm Water Management
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1.4. KwaDukuza Long-Term Vision

KwaDukuza is a city in the making, a municipality with one of the fastest growing economies in South Africa. It is situated along eThekweni-iLembe-uMhlathuze Corridor and it is situated less than 50km outside of the King Shaka Airport (MOS Zungu',¹ KwaDukuza Municipal Manager, 2010). The long term vision of KwaDukuza Municipality seeks to ensure that the Municipality is governed within acceptable government principles which will contribute in turning KwaDukuza Municipality into an economic powerhouse.

The broad vision of KwaDukuza Municipality is to build a strong local economy through the creation of an environment that will entice both domestic and foreign investors to come to the City of KwaDukuza. The long term vision of KwaDukuza Municipality is based on five principles of Sustainable Development, which are: **economic development; social development; environmental development; physical development** and **good governance**.

As part of the revision of its five-year strategic plan, the integrated development plan, KwaDukuza Municipality has conducted a SWOT analysis which suggests that it possesses an opportunity to play a big part in the global economy. It is against this background that KwaDukuza Municipality has resolved to review its long term vision. Like the vision that was adopted in year 2000, the new long-term vision is geared towards achieving the mandate of local government as enshrined in the Constitution of the Republic of South Africa, Act 108 of 1996, Section 152, suggests the following as the mandate for local government:

¹ KwaDukuza Municipality: The City in the making: A paper prepared by Mr. MOS Zungu.

- To promote democratic and accountable local government;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government

It must be mentioned that KwaDukuza Municipality has resolved to adopt **economic development** and **infrastructure development** as the **drivers** of its **2011/2016** Integrated Development Plan. KwaDukuza Municipality believes that in order for it to build a vibrant economy, it must get its infrastructure right. **The new vision of KwaDukuza Municipality shall therefore be as follows:**

" By 2030, KwaDukuza shall be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner. "

1.5. Opportunities Offered By KwaDukuza Municipality

The strategic location of KwaDukuza Municipality between the two major ports of Durban and Richards Bay Ports offers good investment opportunities. This alone gives KwaDukuza an advantage of strategically re-aligning the district into a competitive and attractive investment destination. The close proximity of the Dube Trade Port is also an added advantage to the area in terms of investment attraction.

KwaDukuza Municipality represents the development engine of iLembe and it contributes the highest percentage in the economy of the iLembe district. KwaDukuza Municipality also occupies the majority of the iLembe coastline as well as the coastal development corridor. KwaDukuza Municipality has developed a Spatial Development Framework (2009, reviewed: 2011) which provides strategic guidance for the future physical and spatial development of the municipality. KwaDukuza Spatial Development Framework also reflects the social, economic, environmental etc, development issues in line with KwaDukuza IDP.

The **tourism sector** has enormous potential in the KwaDukuza area and the KwaDukuza municipality has identified the need to improve and enhance the tourism sector. The KwaDukuza area has many tourist sites, which will be identified. The primary factors that attract tourists to this province are its beaches, visits to family and friends, the wild life and Zulu culture. The KwaDukuza area is very rich in Indian heritage and this can be felt in the Stanger area particularly as well as Shakaskraal. The KwaDukuza area also has a rich heritage in the form for the Zulu culture. It has a diversity of rich colours and cultures. The North Coast (Dolphin Coast) Ballito, Salt Rock, Dolphins, Shaka and Zimbali are some of the terms associated with this up-market **"beach tourism Mecca"** of the Zulu Kingdom of KwaZulu-Natal. Some of the tourist sites in KwaDukuza are Tinley Manor Lagoon, King Shaka's Memorial Monument, and the Chief Albert Luthuli Museum.

Tourism sites, within the municipality, are regarded as a cross-sectoral Industry as they represent linkages with the retail, manufacturing, transport, electricity and financial sectors. The retail sector; tourists will be purchasing goods such as memorabilia, food and clothing that is characteristic of the KwaDukuza area. The transport sector forms an integral aspect as a result of the associated tours. In this regard transportation services are essential in providing accessibility to

the various tourist sites. Manufacturing of crafts and souvenirs are essential in tourism. Electricity is a basic service required by all tourists for daily activities and for which businesses rely for production of goods and services

The economy of this region is dominated by agriculture (primarily sugarcane), light industry (engineering, wood products, paper and packaging) and tourism. The area of Ballito has a number of well-established and popular tourism and residential developments, catering largely for the higher-income earners and tourists. Holiday letting and exclusive high income residential and golf estate developments are some of the high prized unique selling propositions of this subtropical region. The Ballito area, with its extensive housing developments, is currently one of the fastest growing real estate regions along the South African coast. In addition, an increased number of visitors and the additional industrial development associated with the Durban International Airport in La Mercy. However, the municipality finds it increasingly difficult to provide funding and other resources to develop the required infrastructure to adequately exploit the opportunities offered by these developments. The area also experiences limited bulk electricity supply that could negatively affect industrial development. However, Eskom the national electricity utility has indicated that it plans to increase its capacity in the area. The KwaDukuza Municipality has also developed its Energy Master plan which will allow it to effectively address issues relating to the provision of electricity.

The dominant land-use outside of the urban areas of the KwaDukuza Municipality is sugar cane plantations interspersed along the coast and in some inland areas with forestry plantations. Land taken up by other forms of agriculture is limited. The primary rural landform is agriculture with farmhouses, compounds and smaller rural settlements dispersed throughout the area. The only major traditional settlement within the area is located in the north-west portion of the Municipal Area.

Agriculture is an important niche for the KwaDukuza Municipality's economy and even more important to the local culture. The municipality needs to consider the impacts on agriculture from all other economic activity and identify ways to preserve and strengthen this sector as a viable economic mainstream. There are various levels at which the stimulation of this sector can target. The stimulating of agricultural practices for the purposes of commercial production, this aims at creating sustainable livelihoods and developing economic capacity. The agricultural sector in the KwaDukuza contributes 23% to the local economy. The KwaDukuza area benefits heavily from the agricultural sector for economic growth. The products that dominate the area are sugar cane, fruit and vegetables. There is a need to diversify these agricultural products into more sustainable products such as dry fruit, juices etc. that will ensure economic spin offs for the local economy.

The King Shaka Airport and the Dube Trade Port are situated within the close proximity of KwaDukuza Municipality. The King Shaka Airport addresses the challenges within logistics, exports, tourism and spatial development and therefore it makes a significant economic contribution to KwaZulu-Natal province and South Africa as a whole. The Dube Trade Port creates a highly competitive operating environment that will attract a wide range of investors, operators, users and tenants and it is expected to provide economic benefits for the area of KwaDukuza and its surroundings.

1.6. KwaDukuza Strength, Weaknesses, Opportunities And Threats Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • It is close to major cities and towns in the province • Strong cultural and historical links to India, United Kingdom and Mauritius • Quality of natural endowments, beaches, climate • High concentration of prime agricultural land in the hands of large commercial sugar cane farmers • The N2 corridor from Durban to Maputo, which already transports a host of tourists through the region • The well-established tourism industry • Ballito is a major tourism attraction along the coast and has got an up-market, village image and offers ideal climatic conditions for holiday makers • Gledhow and Sappi are prominent sugar mills • Excellent transport linkages within the KwaDukuza area • High percentage of young people 	<ul style="list-style-type: none"> • The backlog of basic services such as water, sanitation, electricity • HIV/AIDS and its impact on the local municipality • Access to land and legal framework surrounding such access • Lack of access to adequate and appropriate services • The clear divide between rich coastal and poor hinterland areas • The cultural experiences based on the Zulu Heritage is not exploited properly • The area suffers from brand confusion “The Dolphin Coast” “North Coast-Jewel of Zulu Kingdom” • The core beach attractions and natural assets not yet developed to its full potential
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • The Dube Trade Port will have many spin offs for the KwaDukuza area • Increasing investment in high income residential properties in areas like Ballito and Zimbali • The tourist industry in KwaDukuza is constantly being expanded • There are opportunities for emerging farmers in the sector especially agri-processing value chains 	<ul style="list-style-type: none"> • Road infrastructure needs upgrading on a continuous level due to tourist attractions • HIV/AIDS represents serious economic threat • Failure to pay for services especially in rural areas • Transport costs and crime • The general lack of networking, communication and linkages between businesses in the area. • There is a low level of skills • There are no tertiary institutions of FET Colleges in KwaDukuza • There are high levels of poverty and unemployment resulting in high service demands of existing assets • There are high levels of poverty and unemployment resulting in high service demands of existing assets • A significant challenge facing KwaDukuza is the extensive housing development taking place in the region, with limited resources to provide the required infrastructure development • Water, sanitation, storm water infrastructure is ageing and this needs urgent attention. • There is a high demand for middle/affordable housing in KwaDukuza.

Chapter 2

KwaDukuza Situational Analysis

2.1. Population Statistics

KwaDukuza population is estimated at 250 000 and to about 300 000 during the peak season.

2.2. Age of the population

The high number of potentially economically active persons creates a growing labour pool. The constant availability of labour is an essential element in economic growth, which is considered as being important development opportunity for establishing a more balance urban area and local economic base. The KwaDukuza youth segment of the population has a large base, and total number of people under the age of 19 years accounts for 37.8% of the total population, and the percentage of the population that is 34 years or younger comprises 68.4% of the total population. The age group 65+ represents only 6% of the total population. It is interesting to note that the Male component in the age group 65+ comprises a very small percentage of the total population, i.e. only 1.8%.

2.3. Education and Skills

Approximately 26% of the population in KwaDukuza Municipality have a Standard 10/Grade 12 or Higher Education Qualification. Eighty percent (80%) of the population of KwaDukuza has some form of schooling between the primary and tertiary education levels. This is positive for the municipality as it provides a skills base for the area that requires minimum training.

The challenge that KwaDukuza Municipality is facing is that there is no institution for higher learning in KwaDukuza area. The nearest institutions are further south in eThekweni or further north at Mandeni. In KwaDukuza, approximately 33% of the population is employed under the elementary occupation with 10% of the employed falling under service workers. In the district and local level the majority of the employed fall under the elementary occupation. A number of people have basic employment with 33% in KwaDukuza and 31% in the Ilembe district.

2.4. Employment Profile

The employment profile of KwaDukuza Municipality indicates that the employed population from the economically active accounts for 66%. The remaining 34% of the population are unemployed. The bulk of the population of KwaDukuza is economically active.

2.5. Income Levels

Approximately 61% of the KwaDukuza Municipality population does not earn an income. This category includes children and housewives. Studies also show that 13% of the employed earn between R401 – 800. There are high levels of poverty in KwaDukuza as studies indicate that about 90% of the employed ear below R1600 which is the poverty line.

2.6. Health Realities

The iLembe District Municipality 10 Major causes of Death (2009) have reached epidemics. Tuberculosis features prominently in the top 3 major causes of death for the District and the 4 sub-districts. This is reflected in iLembe's TB health outcomes with the TB cure rate decreasing from 76% in 2008/09 to 70% in 2009/10 with the TB interruption rate increasing from 7% in 2008/09 to 9% in 2009/10. Complications related to TB are resulting in deaths in facilities. Patients who die from HIV / AIDS related conditions have also been found to be co-infected with other conditions with a high correlation to TB.

Conditions of lifestyle e.g. diabetes, and cardiac conditions are conditions that can be controlled if medical attention is sought early and or preventative programmes are implemented. Community Health Worker Programme must be strengthened to address gaps. Some TB patients seek medical attention too late while others have a combination of conditions which impacts on clinical outcomes. TB is a social problem linked to poverty, overcrowding and poor social conditions as well as environmental factors to its increased burden. TB is weakening all the progress made in the fight against AIDS. TB is not only the number one cause of AIDS-related deaths in Africa but also the number one cause of all deaths in South Africa. Most deaths are related to HIV /AIDS complications which require intervention from preventative and primitive health programmes e.g. CCMT, HCT, and PMTCT.

10 Major deaths

iLembe District	KwaDukuza
1. Tuberculosis	1. Pulmonary Tuberculosis
2. Retroviral Disease	2. Cerebral Vascular Accident
3. Cerebral Vascular Accident	3. Retroviral Disease
4. Meningitis	4. Gastro enteritis
5. Gastro enteritis	5. Meningitis
6. Pneumonia	6. Lower respiratory Infections
7. Congestive cardiac failure	7. Tuberculosis
8. Lower respiratory Infections	8. Congestive cardiac failure
9. Renal failure	9. Pneumonia
10. Diabetes	10. Anaemia

		iLembe District	KwaDukuza
Infant mortality per 1 000 population	2009	114	178
<i>Proportion of inpatient deaths under 1 that died during their stay in the facility</i>	2010	124	199
Child mortality per 1 000 population	2009	109	172
<i>Proportion of inpatient deaths under 5 that died during their stay in the facility</i>	2010	85	130
Maternal Mortality per 100 000 live births	2009	346	433
<i>Maternal deaths occurring within 42days of delivery or TOP per 100 000 live births</i>	2010	131	166

Mortality rates: Infant, Child and Maternal (2009)

- Infant Mortality**

- In 2010 KwaDukuza infant mortality increased from 2009 where it stood at 178 to 199. The raw data reveals that in 2009, 79 infant deaths/ 442 separations and in 2010, 139/700 separations which is a 43% increase in total number of infant deaths.

- The district appears constant with a slight increase in 2010. In 2009 there were 145 infant deaths/ 1267 separation and in 2010 206 infant deaths /1612 separations, which is a 29% increase. In actual infant deaths however both district hospitals refer to Stanger. The District is planning to track and track numbers linked to the sub districts that appear in Stanger Hospital.
- Immunisation coverage and measles coverage less than 1 year have both increased significantly. Immunisation coverage was 87.0% in 2010/11 and increased to 86% in 2009/10 and measles coverage increased from 89% in 2010/11 to 81% in 2009/10, which is a 8% increase. Please correct – mixed up

• **Child Mortality**

- Although KwaDukuza appears to have improved outputs, when tracking raw data a 32% increase in child deaths was recorded {2009 – 106 child deaths /616 separations and in 2010 , 157 child deaths /1204 separations}
- Maternal Mortality In 2010 KwaDukuza was 166/100 000 live births and in 2009, 433/100 000, Actual figures revealed that in 2010 there were 11 maternal deaths /6632 live births and in 2009 26 maternal deaths / 5991 live births which is a 56% decrease in actual number of maternal death.
- Avoidable deaths linked to clinical care can be addressed through improvement of clinical skills through workshops training and teachable moments.

2.7. Environmental Context

The fast pace of development in KwaDukuza places unprecedented pressure on the environment. The findings of the KwaDukuza Strategic Environmental Assessment (research) suggest that the coastal strip of KwaDukuza Municipality requires the greatest attention, as the development is greatest in this area. This is one of the areas of greatest environmental concerns.

2.8. Biophysical Context

The majority of the land within KwaDukuza Municipality is highly transformed. Several rivers flow through the area in a west – east direction into the Indian Ocean, these include, from the South to North, the UThongathi, the uMhlali, the uMvoti, Zinkwazi and on the northern boundary of uThukela River which is the largest river in KwaZulu Natal,

A number of land use related factors (especially related to sugar cane cultivation) have caused extensive degradation of wetlands and rivers. This has severely affected both the biological and ecological functioning of these ecosystems in the KwaDukuza area. The coastline of KwaDukuza comprise of sandy beaches, dune forests and rocky headlands.

The demand for sandy beaches and the pressure to provide space, adjacent to bathing beaches and other amenities, both for recreational activities and parking is growing. Degradation of the coastline has negative connotations to the tourism industry, which is considered crucial for economic development in KwaDukuza. The Beach Recreational Use Plan highlights important coastal areas that still have intact ecological biodiversity worthy of preservation.

There are no proclaimed nature reserves in KwaDukuza, but there is a privately owned Natural Heritage Site (SANHS 166) which encompasses the uMvoti Estuary and is deemed an Important Birding Area (IBA, No. 73) and considered critical for conservation action. Two conservancy areas exist within the KwaDukuza Local Municipality, namely, the Addington Conservancy and the other is a joint protection of natural areas between Rodger Stewart and Prince's Grant Golf Estate (the latter the subject of a DFA application).

Remnant patches of riparian vegetation and coastal forest exist, along with limited examples of coastal grassland. These are important for conservation. Three fragments of Ngoye Forest and Grassland should be proclaimed as reserves in a joint exercise with Ndwedwe Local Municipality and with the assistance of SANBI and eZemvelo KZN Wildlife.

Most areas/resources that have not been developed or transformed are inaccessible or difficult to develop. Fragments of remaining natural areas/resources are separated by large tracts of transformed land and therefore may not be able to support and sustain themselves without intensive management and intervention. There is increasing pressure from land use impacts on biodiversity from land use (e.g. drainage and cultivation of commercial crops, poor burning practices, alien invasive plants, head cut/donga erosion, sand winning, poor livestock grazing management, poor veld management in upstream catchments, forestry, high demand for coastal residential development urbanization, and roads). Alien invasive vegetation poses an increasing threat to remaining natural areas and resources, as does injudicious burning and utilization of the grasslands and the forests as a source of muthi and grazing for livestock.

The establishment of the uMvoti Community Protected Area and Marine Protected Area has been proposed for the area between uMvoti River Mouth inland and the Mnyundwini River near Groutville. Some of the benefits that will emanate from this initiative include eco-tourism initiatives and ecological protection.

2.9. Infrastructural Context

Infrastructure refers to basic physical systems, facilities, services and installations needed for functioning of a community or society. These are considered essential for enabling productivity on the economy. The KwaDukuza municipal area is characterized by areas where major service backlogs exist. This is in comparison with areas where the full range of services exists. The backlog in needs vary from predominantly a need for safe drinking water, sanitation and electricity in the more rural to peri-urban areas, to basic sanitation and housing in the more urban informal and peri-urban areas. The perception amongst stakeholders is that budget is available for new infrastructure and upgrading of existing infrastructure, with little focus on maintenance. The Municipality have therefore, realized the need to address the backlogs, whilst also maintaining the acceptable level of services in the already developed areas.

2.10. Transportation

KwaDukuza Municipality has strong North-South linkages via the N2 and Provincial road R102. These roads provide a basis for linking the main coastal nodes and the main Provincial economic hubs (eThekweni and uMhlatuze). There are also distinct East-West linkages via the R74 and R614, these serve as a basis for connection of inland and coastal nodes, as well as other municipalities within the iLembe District. Metrorail is the backbone of public transport in KwaDukuza with approximately half (49%) of the population (mainly inland) not having access to any formal mode of transportation.

An integrated transportation plan has been developed by iLembe District Municipality. Poor condition of roads due to poor standard of storm-water management and lack of maintenance are some of our concerns. An important component of the structuring of the future development of the area should focus on locating activities in areas of accessibility, within the various corridors, where higher accessibility exists. The KwaDukuza Municipality has since developed its' roads and storm water master plan to address constraints related to its infrastructure.

2.11. Priority Needs

Some of our priority needs are from the huge disparity of provision of services and major service backlogs experienced, the lack of maintenance of existing infrastructure and the KwaDukuza Municipality has identified the provision of basic services to poor communities and the improvement of service delivery as critical developmental challenges. A good Working relationship with sector departments and stakeholders is considered important in addressing these challenges and there are areas in which the issues of land restitution and redistribution have not yet been resolved. The Municipality needs to work together with the Department of Land Affairs to resolve these matters.

2.12. Current Use of Land

Settlement within the municipal area is generally fragmented by cultivated land (Sugar cane fields) with residential land uses focused along the coastal strip as well as a main residential centre with associated commercial/industrial land use inland along the main arterial road, north-west of the main N2 freeway. Industrial uses are concentrated in KwaDukuza and Darnall, most notably the Gledhow and Darnall Sugar milling operations at Stanger and the Sappi Paper Mills in the adjacent Municipality of Mandeni.

The main inland town in KwaDukuza-Stanger that, together with residential land use has a significant area of commercial and industrial use and the manufacturing sector in the cluster has been in serious decline since the recall of the industrial development incentives in 1992. Smaller rural nodes, such as trading stores or clinics are scattered through the tribal authority areas. The Southern portions of the coastline are formally developed and include areas such as Zimbali, Ballito, Shaka's Rock, and Salt Rock. Developments in these areas are generally focused on the middle to high income (up-market) holiday makers and the coastline to the north of Salt Rock is relatively underdeveloped with only smaller coastal settlements such as Sheffield Beach, Tinley Manor Beach, Blythedale Beach and Zinkwazi.

Chapter 3

Municipal Institutional Development & Transformation

3.1. Introduction

Municipalities are faced with a very challenging task of ensuring that they implement the developmental mandate that they have been tasked with. To implement the objectives of the local government as they are clearly spelt out in the White Paper on Local Government, requires a very strong organization with dynamic and charismatic leadership that is able to provide a clear direction for the success of the organization as well as to help the organization to achieve what it exists for. This also requires a vision and mission that will serve to steer the KwaDukuza Municipality in the desired direction with positive outputs. To realize this vision Council has to place much effort in fast-tracking and fine-tuning KwaDukuza operational strategies and programme. This will be done through the Integrated Development Plan (IDP) which is one of the key tools for local government to cope with its developmental role and assist municipalities to arrive at decisions on issues such as the municipal budget, land management, promotion of local economic development and institutional and organizational transformation in a systematic, strategic and consultative manner. During KwaDukuza Council Lekgotla that was held in Drakensburg during September-October 2011.

The aim of KwaDukuza Municipality's institutional development transformation strategy is to change the institutional arrangements, processes, managerial practices, corporate culture and in developing a renewed cadre of local government. The ultimate aim of all this is to improve organizational performance and to enhance service delivery. For this strategy to be successfully implemented, KwaDukuza Municipality shall place more emphasis and focus on the following.

- Conducting of the work study in order to align staff competency to suitable positions with an aim of creating a situation whereby there is a maximum productivity by all workers.
- Gearing KwaDukuza Municipality to a high performance culture.
- Measuring improvement in staff productivity and service delivery.
- Investigating alternative service delivery mechanisms.
- To investigate ways to bolster, improve and increase levels of staff morale.
- Identifying areas of intervention that will have the greatest impact on staff loyalty and productivity, areas that shall be then addressed or implemented across the organization.
- Cascading of individual performance management systems to the level of supervisors, izinduna, foreladies and foremen.
- Dealing head on with staff discipline, low worker turn out etc.
- Implementation and measuring of employee assistance programme across the organization.
- Introducing and enhancing monitoring and evaluation mechanisms for the entire organization.

3.2. KwaDukuza Governance Framework

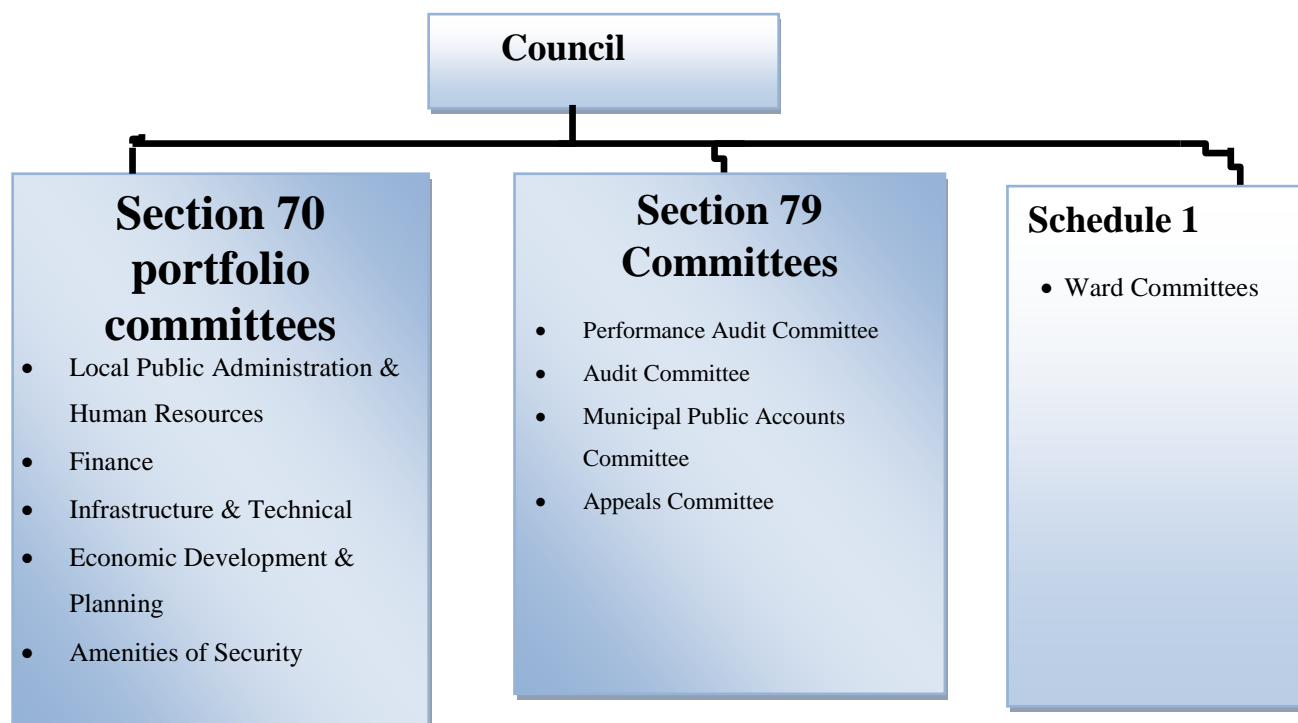
3.2.1. Introduction

After the 2011 Local Government Elections, KwaDukuza Municipality's wards were increased from 20 to 27 wards while councilors increased from 37 seven to 53. KwaDukuza Council meets on a monthly basis while the EXCO meets twice a month. Members of the public and media are also encouraged to attend some Council meetings. KwaDukuza Council's Portfolio Committees set policies and guidance towards the implementation of all KwaDukuza Council delivery.

These portfolio committees are structured as per the national guidelines. Each Portfolio Committee meets once per month. Their core function is to look at specific issues that relate to each portfolio committee, research those issues and find all the necessary facts before these issues are discussed by Councilors that sit in each of the portfolio committees. The portfolio committees deliberate issues and then make recommendations to EXCO and the full Council, for the latter to take decisions. The five portfolio committees, as gazetted, are as follows:

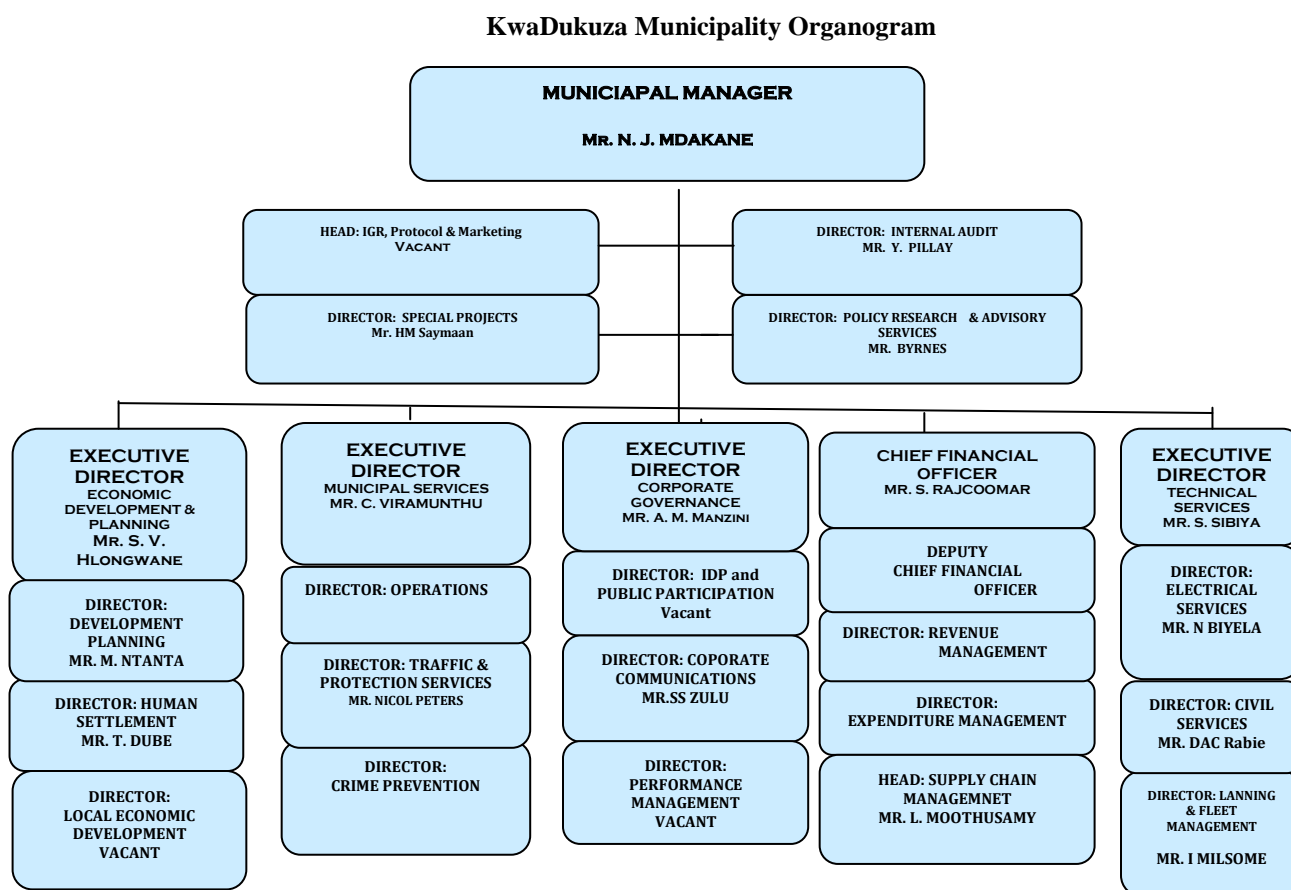
- Local Public Administration and Human Resource Portfolio Committee;
- Economic Development, Planning, Community Development and Housing Portfolio Committee;
- Amenities and Safety,
- Finance Portfolio Committee
- Infrastructure and Technical Portfolio Committee

3.2.2 KwaDukuza governance framework is as follows



3.2.3. KwaDukuza Organizational Structure

The Municipal Manager heads the administrative structure of KwaDukuza Municipality and is assisted by five Heads of Departments (Executive Directors/ ED's). Depending on each department, each is further divided into a particular number of sub directorates headed by Directors. The ED headed departments are Finance, Corporate Services, Corporate Governance, Economic Development and Planning and development facilitation, Municipal Services & Technical Services. In 2008, the council also approved the establishment of a Corporate Governance Department, will incorporate IDP, PMS, Internal Audit and Public Participation. KwaDukuza organizational structure was reviewed. The organizational structure consists of the following directorates:



3.3 KwaDukuza Council Lekgotla 2012 Corporate Services Resolutions

During KwaDukuza 2012 Council Lekgotla, the following six (6) priorities areas were identified for execution by KwaDukuza Corporate Services. These priority areas included, the formulation and implementation of the human resource development framework; developing and implementing priority skills strategy; developing and rolling out integrated ICT Governance framework; reinforcing stakeholder communication and participation forums; streamlining administration and legal services; enhancing institutional productivity through developing a renewed cadre of local public service.

A	Formulation and Implementation of the Human Resource Development Strategy Framework <ol style="list-style-type: none"> 1) Develop, adopt and implement HRDS underpinned by the National HRDS and the Provincial Growth and Development Strategy(KZN) and also seeking to achieve Vision 2030 2) Drawing from the HRDS to develop, adopt and implement all applicable policies and plans. 3) Review the establishment and functionality framework of the HRDS subcommittee 4) Parallel to the formulation of HRDS special attention must be paid to the following: <ul style="list-style-type: none"> • Staff retention • Career pathing • Recruitment and selection • Employment equity • Induction • Labour Relations • Multiskilling • Succession Planning 5) Corporate Services must investigate modalities on the rapid advancement programme of the municipal staff that have been in the same level of employment due to lack of the required academic qualification. 	HR	2011/12
B.	Develop and Implement Priority Skills Strategy <ol style="list-style-type: none"> 1) Develop and adopt the integrated skills Development Strategy – extending to communities. 2) Conduct the skills Gap Analysis for the entire organization. 3) The Integrated Skills Development Implementation Framework to be championed by Corporate Services must cover the roles and responsibilities of different directorates and stakeholders 4) The Council must develop a clear policy on Internship and Learnership 5) Investigate the modalities on the establishment of the Municipal Bursary Scheme (Staff and Communities) 	SDF/ HR	2011/12
C.	Develop and Roll Out Integrated ICT Governance Framework <ol style="list-style-type: none"> 1) Undertake high level planning of IT. 2) The strategic goals and needs of each department must align to ICT. 3) Piloting the street camera project. 4) Launch and roll out the KDM Wards to the connected central network at the municipality. 5) Streamlining the procurement of ICT equipment for user departments. 6) Develop Business intelligence system. 7) Improve customer satisfaction through ICT. 8) Interdepartmental Strategic communication on municipal expansionary programs and projects 9) Council and management must be work-shopped on ICT Governance Framework. 10) IT Steering Committee must be given the integrity & respect it deserves (proper scheduling of meetings). 11) Enhance partnerships with IT Stakeholders. 12) A time-bound roadmap on IT challenges effecting the organization especially HR Section must be tabled before LPAHR and Exco Portfolio Committees urgently. 13) IT be a standing item on Council agenda. 14) Launch and roll out of KDM communication tool with citizens. 	IT	2011/12
D.	Reinforce Stakeholder Communication and Participation Forums. <ol style="list-style-type: none"> 1) Regular communication with staff (Intra-departmental communication). 2) Reinforce Local Labour Forum. 3) Regular meetings of staff and Management. 4) Proper management of labour and employer relationships. 	HR	2011/12 (ongoing)
E.	Streamline Administration and Legal Services <ol style="list-style-type: none"> 1) Develop, adopt and implementation of delegation system 2) Develop and implement the standard operating procedures. 3) Establish the central legal enforcement unit for the entire organization. 4) Roll out and develop the awareness programmes on strategic bylaws. 5) Undertake a review on all lease agreements to check the compliance with the Municipal Finance Management Act. 6) Compilation of Register of immovable property. 	Admin & Legal Services	2011/12 & ongoing

	<p>7) Develop and adopt a disposal policy of all immovable assets.</p> <p>8) Capacity must be developed for contract management system.</p> <p>9) The respective directorates must submit their respective policies to Legal Services for compliance.</p> <p>10) Develop capacity in the documentation and records management system.</p> <p>11) Priority be given on the finalization of all the internal grievance matters as per grievance procedure and in line with grievance turnaround time (3 months).</p> <p>12) Develop mechanisms on resolution tracking system.</p> <p>13) Conduct investigative report around administrative horrendous costs.</p> <p>14) Compliance with managerial communication protocol (within the organization).</p> <p>15) Quarterly assessment and evaluation of the departmental programmes submitted to council committees to be preceded by the departmental assessments.</p>	Admin & Legal Services	
F.	<p>Enhance Institutional Productivity through Developing a Renewed Cadre of Local Public Service</p> <ol style="list-style-type: none"> 1. Develop and roll out team building and motivational programmes for staff. 2. Conduct research and regular employees satisfaction survey 3. Corporate identity of Staff. 4. Cascade PMS through personal development plans. 5. Develop and promote the Service Delivery Charter for the municipality 6. Revisit the issue of Task Evaluations and Job Descriptions. 7. Roll out Diversity Management Programmes. 8. Expedite the roll out of Employee Assistance and Benefits Programme. 9. The chairpersons of all Portfolio Committees sit with their respective Executive Directors before the portfolio agenda is compiled. 10. A person must be assigned by the respective Executive Director to address gender, disability and children issues in each directorate. The directorate shall monthly be reporting on the interventions, initiatives and projects undertaken to advance the interests of young people. 	HR & All departments	Ongoing

NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
CS/01/2012	All	Uphold and promote the corporate image of the institution	Upgrade of the municipal reception outlook	New reception image	R 500 000	R 200 000	R 250 000		
CS/02/2012	All	Inculcating and promoting social cohesion on a workplace	Municipal staff remembrance and year end prayer programme	Hosting the annual event	R 80 000	R 100 000	R 120 000		
HR/01/2012	All	Creation of a balance environment discharging duties within a workplace	Employee/Councillor Assistance/Wellness Programme	Establishment and staffing of a unit with Programmes	R 300 000	R 350 000	R 400 000		
HR/02/2012	All	Provision of management capacity to supervisors/foremen/foreladies and izinduna	Supervisory management development programme	Supervisors/foremen/foreladies and izinduna are trained on various modules of supervisory management	In house	In house	In house		
CS/03/2012	All	Inculcate and promote work ethics, values and performance within KDM workforce	KDM Workers' Month Programme and KDM Workforce Awards Programme	Hosting the annual programme with a host of activities in every May of a year	R 50 000	R 80 000	R 120 000		
HR/03/2012	All	Inculcate values and expertise of management within a dynamic environment	People, Diversity and Change Management	The municipal management undergoes training on People and Diversity Management (phase 1)	In house	In house	In house		
HR/05/2012	All	Promote labour peace and reduce grievances	Establishment of labour relations unit	Appointment of labour relations incumbent with programmes	In house	In house	In house		
AL/01/2012	All	Enhance the level of compliance and revenue generation	Pilot the establishment of the central enforcement unit	Feasibility study undertaken and completed	R 200 000	-	-		
CS/07/2012	All	Build and promote effective councillor leadership oversight and accountability on strategic directional imperatives	Cllrs exchange programme	Quarterly visitation undertaken by councillors (portfolio/delegation) on strategic area	In house	in house	In house		
CS/08/2012	All	Political leadership is abreast of technological development to drive strategic direction	Cllrs IT Development Programme	A number of councillors is trained on basic IT	In house	In house	In house		
CS/08/2012	All		Councilors trainings		R 400 000				
INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
IT/01/2012	All		Design/Implement Burial Register	Ease and accuracy of burial records	R 0	R50 000	R50 000		

HR/07/2012	All	Enhance contact with municipal employees and departments.	Purchase of vehicle allocated to HR (SDF office)	Number of vehicles purchased	R 170 000	R100 000	R150 000		
IT /03/2012	All	Technicians' mobility	Vehicle	Number of vehicles purchased	R 200 000				
		BASIC SERVICE DELIVERY							
IT /04/2012	All		Server Infrastructure Upgrade	Security & Efficiency optimized and minimum downtime	R1 000 000	R 300 000	R 400 000	R 300 000	
IT/05/2012	All		Upgrade of PC & Printer	Effective IT Utilization	R 750 000	R 500 000	R 500 000	R 500 000	
IT/06/2012	All		Microsoft Enterprise Agreement	Software Compliance	R1 000 000	R 900 000	R 400 000	R 400 000	
IT /07/2012	All		SLA Network Support	Network Upgrade	R1 000 000	R 10 0000	R 5 000	R 10 000	
IT /08/2012	All	Install Wireless Links to Municipal Offices	Infrastructure Upgrade	Platform available for new technology	R 300 000	R 100 000	R 100 000	R 100 000	
GOOD GOVERNANCE									
IT /09/201	All		Review of IT Security Policy	Compliance and effective use of resources	R 120 000	R 50 000	R 50 000		
IT /10/2012	All		Review of DRP	Effectively dealing with disasters	R 200 000	R 50 000	R 30 000		
IT /11/2012	All		Procedure Manuals	Effective use of resources, avoid service backlogs	R 100 000	R 50 000	R 10 000	R 10 000	
IT /13/2012	All		IT Student & Business Database	Use of Local Knowledge to enhance service delivery and create employment	R 30 000	R 15 000	R 20 000	R 20 000	
IT /14/2012	All		IT Supplier Forum	KDM empowers local IT Companies and quality products received	R 20 000	R 0	R 10 000	R 0	
IT /15/2012	All		KDM Communication Tool	Better Communication with Citizens	R 150 000	R 50 000	R 50 000	R 100 000	
IT/16/2012	All		Master Systems Plan	Reviewed according to needs of the Organization	R 180 000	R 100 000	R 0	R 0	
IT/17/2012	All		ICT Strategy Implementation / AG Compliance	Phased approach in line with IDP	R 150 000	R 100 000	R 50 000	R 50 000	
AL /02/2012	All	Provide an effective and efficient Administration & Legal Support Service	Facilitate review of Bylaws	Survey conducted by Sept.	R 20 000	R 21 240	R 22 557	R 25 500	
AL/03/2012	All	To provide an effective and efficient Administration and Legal Service	Upkeep of council Policy Manual	Monthly update of council policy manual	Nil	Nil	Nil	Nil	

AL/04/2012	All	To notify council on changing legislation	Upkeep to council on changing legislation as and when necessary	Improved accountability and compliance monitoring to council	Nil	Nil	Nil	Nil	
AL/05/2012	All	To ensure accountability to public	Maintain execution of Council resolution control system	Regular monitoring of execution of resolutions	Nil	Nil	Nil	Nil	
AL/06/2012	All	To ensure proper records are kept by council	Upgrade sound equipment council chamber	Secure good governance by improving quality communication during meetings	R 100 000	R 10 000	Nil	R 50 000	
AL/07/2012	All		Recording equipment	Secure good governance by quality recording of meetings	R 40 000	Nil	Nil	Nil	
HR/08/2012	All	Provide an efficient and effective Human Resources Support Service	Implement Workplace Skills Development Plan (HR)	80% of training presented					
HR/10/2012	All		Procure Electronic Personnel Record System and attendance system	Time and attendance measurement and control	R1 800 000				
HR/11/2012	All		Publications		R 5 000	R 5 310	R 5 639		
HR/11/2012	All		Worker's Month		R 25 000	R 26 550	R 28 196		
HR/11/2012	All		EAP Programme- Council & Employees		R 100 000	R 106 200	R 112 784		
HR/11/2012	All		Corporate Performance		R 50 000	R 53 100	R 56 392		
HR/12/2012	All	Develop and implement priority skills strategy	investigate modalities on the rapid advancement programme of the municipal staff that have been in the same level of employment due to lack of the required academic qualification		In house	In house	In house		
HR/13/2012	All		Develop a clear policy on internships and Learnership		In house	In house	Review		
HR/14/2012	All		investigate the modalities on the establishment of the municipal bursary scheme for staff		In house	In house	In house		
HR/15/2012	All		Develop and roll out corporate performance for staff			R200 000	R280 000		
CS/11/2012			Furniture for ED Corporate Services		R 50 000				

Chapter 4

Corporate Governance & Community Participation

4.1. Introduction

Corporate Governance in general is widely recognized as providing the framework and tools required in ensuring that organizations are progressive and can operate in an effective and accountable manner. From a local government perspective, the framework reinforces the statutory authority and responsibility of a corporate body and assists the elected representatives and management in the delivery of quality and sustainable services. KwaDukuza Municipality shall be developing a corporate governance framework that will ensure achieving of the above.

For KwaDukuza Municipality's corporate governance framework to be effective, it is important that KwaDukuza Municipality begins to recognise and accept the legislative and administrative instruments which clearly establish the roles and responsibilities and of elected representatives and professional officers. Within this context, KwaDukuza Corporate Governance Framework will be enhanced through the adoption of a clearly defined transparent decision making process and delegation instruments which best meet the strategic and operational needs of KwaDukuza Municipality.

KwaDukuza Municipality's Corporate Governance Framework will among other things, seek to address the following:

- Provision of strong and effective leadership
- Maintaining quality and sustainable service delivery and effective use of KwaDukuza council resources
- Ensuring respect to and adherence to KwaDukuza core values as adopted by the 2011 Council Lekgotla
- Ensuring effective stewardship of KwaDukuza Council assets, including infrastructure assets
- Providing and strengthening systems to ensure compliance with relevant pieces of legislations
- Adopting the predetermined objectives that are in line with S.M.A.R.T principles
- Delivering services in line with agreed performance measures.

Governance Challenges

State of local government in South Africa (Overview Report) of 2009 identified a number of challenges that municipal governance is faced with. These challenges will have to be included in KwaDukuza Corporate Governance Framework. The Challenges include:

- a) Tensions between the political and the administration interface;
- b) Poor ability of many councillors to deal with the demands of local government
- c) Insufficient separation of powers between political parties and municipal councils
- d) Lack of clear separation of legislature and executive
- e) Inadequate accountability measures and support systems and resources for local democracy

- f) Poor compliance with the legislative and regulations frameworks for municipality

Corporate Governance is a system of process through which an organisation conducts its decision making, and directs controls and monitors the operations of the organisation. In the context of KwaDukuza Municipality, Corporate Governance covers the following areas:

- a) **Integrated development planning**, which is in line with Section 25 of the Local Government Systems Act No. 32 of 2000, which, states that “*Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which-*
 - Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
 - Aligns the resources and capacity of the municipality with the implementation of the plan;
 - Forms the policy framework and general basis on which annual budgets must be based;
 - Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.
- b) **Performance management system**, which is in line with Section 25 of the Local Government Systems Act No. 32 of 2000, which states that “*a municipality must establish a performance management system that is-*
 - Commensurate with its resources;
 - Best suited to its circumstances; and
 - In line with the priorities, objectives, indicators and targets contained in its integrated development plan;
 - Promote a culture of performance management among its political structures, political office bearers and councillors and in its administration; and
 - Administer its affairs in an economical, effective, efficient and accountable manner.
- c) **Monitoring and evaluation monitoring and evaluating** the implementation of the programmes and projects as per IDP, Budget, PMS & SDBIP
- d) **A corporate communication which is** meant to ensure that KwaDukuza Municipality is well represented in the media and the public.
- e) **Public participation** which is line with Section 152 of the Constitution of Republic of South Africa which encourages the involvement of community and community organizations in matters of local government

4.2 Annual Report for 2010/2011 Financial Year:

The Annual Report for 2010/11 Financial Year was developed and submitted to the Department of Local Government and Traditional Affairs as per the legislative requirements. This Annual Report also covered the Annual Financial Statements and Annual Performance Report. The 2010/2011 Financial Statements were prepared in accordance with the Standards of Generally Recognized Accounting Practices (GRAP) and the Standards of Generally Accepted Municipal Accounting. It must be noted that KwaDukuza Municipality, has received an unqualified reports for five consecutive years.

4.3 Performance Management Reporting:

For the 2010/11 Financial Year, KwaDukuza Municipality introduced a comprehensive performance management system in accordance with Chapter 6 of the Municipal Systems Act of 2000 and the Planning and Performance Regulations of 2001.

4.4 Audit Committee:

KwaDukuza Municipality has a fully-fledged an Internal Audit Unit which has also been instrumental in putting in place the Audit Committee. The Audit Unit reports to the Audit Committee on the implementation of the Internal Audit Plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with Municipal Finance Management Act, no. 56 of 2003 and the Annual Division of Revenue Act and any other legislation.

4.5 Community Based Planning

In its Strategic Planning Session, KwaDukuza Management Committee resolved to intensify its community based planning strategy. A municipality must, when embarking on the planning process, take the key policy initiatives into consideration, and amongst which is community based planning which seeks the active involvement of the community, especially poor people. The purpose of community based planning is to improve the quality of plans and services, extend community control over development and to empower communities so that they can take action and become less dependent. During its strategic planning session, KwaDukuza Management Committee resolved to intensify its community based planning strategy. The following shall be the bases for KwaDukuza Community Based Strategy:

- (a) The involvement of poor people in planning.
- (b) The plans and the planning process shall be based on SMART principles;
- (c) Planning shall be linked to legitimate community structures like ward committees.
- (d) Planning shall include implementation, monitoring, evaluation and annual review, in line with the IDP process;
- (e) The plan shall be people focused and empowering.
- (f) The emphasis shall be to build on strengths and opportunities rather focus on problems.
- (g) The plan shall be holistic and cover all sectors.
- (h) Planning shall promote mutual accountability and co-operation between communities and officials.
- (i) There shall be commitment by councillors and officials to the whole process. Ward plans should include:
 - i. Specific targets for service delivery and infrastructure development which can be monitored through properly defined ward indicators.

- ii. Reporting systems to council and line departments should accommodate periodic feedback guided by these ward indicators.

4.6. KwaDukuza Public Participation Framework

4.6.1. Introduction

The Government of the Republic of South Africa has committed itself at instituting wide ranging participatory processes in the different spheres and institutions of governance in the country. The attempt to introduce participatory and direct democracy is evident, in addition to institutions and processes at national and provincial levels, in the planning processes and policy formulation of local government structures. Municipal authorities, for example, are legally committed to involve community organisations in the formulations of budgets, planning and developmental priorities.

The Constitution of South Africa (Act no. 108 of 1996) mandates local government to provide a democratic and accountable local government and encourage the involvement of communities and community organisations in the matters of local government. Measures were introduced to entrench community participation and also introduced to transform the local government functions emphasising on development rather than regulations as was under the previous dispensation. As a result developmental Local Government is defined as “local government committed to working with citizen and groups within the community to find sustainable ways to meet social, economic, and material needs and improve the quality of their lives” (RSA. 1998, section B).

4.6.2. Ward Committees

Local government legislations made a provision for local authorities to establish a system of participatory democracy at the local level in the form of Ward Committees. These Ward Committees were introduced in municipalities as community structures to play a critical role in linking and informing the municipalities about the needs, aspirations, potentials and problems of the communities. They were established to form the bridge between local municipalities and communities by facilitating proper communication.

Through working directly with municipalities, ward committees, serve as a cord which articulates the new system of local government to the majority of the people, more especially to previously disadvantaged communities. Ward committees have an important role to play in actively taking part and determining core municipal business such as Integrated Developmental Planning, Budgeting, Municipal performance management process, without which democracy cannot be said is rooted on among the people. With the beginning of democracy, the new KwaDukuza Municipality attempted to address the legacy of separatism, exclusion and non-participation through Ward Committees.

The KwaDukuza Municipality resolved to establish the Ward Committees (*see Annexure A: KwaDukuza Rules regulating the establishment and operation of KwaDukuza Municipality Ward Committees*), motivated by the Municipal Systems Act of Section 17(1), chapter 4 part 4 of the Municipality Structures Act which states that “participation by local community in the affairs of the municipality must take place through political structures for participation. The Act also gave the Metropolitan and Local municipalities the possibilities to have ward committees as one of the specialised structures to “enhance participatory democracy in local government”.

4.6.3 Role of local community and ward councillors in integrated development planning process

KwaDukuza Municipality ensures involvement of local community and the traditional leadership in the development of its IDP. Residents, communities and stakeholders (civil society) including traditional leaders should represent interests and contribute knowledge and ideas in the planning process by:

- i. participating in the IDP Representative Forum to:
 - inform interest groups, communities and organisations, on relevant planning activities and their outcomes;
 - analyse issues, determine priorities, negotiate and reach consensus;
 - participate in the designing of project proposals and/or assess them;
 - discuss and comment on the draft IDP;
 - ensure that annual business plans and budgets are based on and linked to the IDP; and
 - Monitor performance in implementation of the IDP.
- ii. Conducting meetings or workshops with groups, communities or organisations to prepare for and follow-up on relevant planning activities.

4.6.4. Ensuring Effective Participation in the IDP Process

A municipality is required to disseminate information on processes and procedures that will allow the community to express itself on any matter of concern that affects it. Transforming this general requirement to the integrated development planning process means that a municipality has to follow at least the following procedures:

- a) Residents to be informed on the integrated development planning process as a whole including, on crucial public events related to that process through:
 - public announcements (appropriate media to be determined in the “work plan”);
 - Ward committees including stakeholder associations and any other recognised community organisations.
- b) Councillors have to inform the communities within the area of the ward, through a public constituency meeting/imbizo.
- c) The Representative IDP Forum has to be involved at least once in each major stage of the drafting process.
- d) The community and stakeholder representatives have to be given adequate time (2-4 weeks) to conduct meetings or workshops with the groups, communities or organisations they represent, before the issue is dealt with by the Representative IDP Forum. This is to give a fair opportunity for legitimate representative participation, but does not necessarily have to involve the municipality in community or stakeholder level workshops.
- e) Draft planning documents have to be accessible to every resident, and everybody has the right to submit written comments. There must be a time period of at least four weeks for ward committees, stakeholder associations, interest groups and residents to discuss the draft document publicly, and to comment on it before the Representative IDP Forum deals with the draft.
- f) The IDP committee has to inform the ward committees and stakeholder associations on the manner comments were considered, or on reasons why they were not considered by the Representative IDP Forum, before the draft is submitted to the council for approval.
- g) Council meetings on the approval of integrated development planning must be public meetings.

4.7. KwaDukuza Municipal Turn-Around Strategy

The Council of KwaDukuza Municipality has reviewed its turnaround strategy which was adopted in 2010 and further deliberated on during the Council Lekgotla held in Drakensburg in September 2011. The resolutions of KwaDukuza Council Lekgotla form basis of KwaDukuza Municipal Turn-around Strategy. The following are the priority issues

- Filling of critical vacancies as per the findings of Auditor General;
- Development and adoption of human resources strategy
- Strengthening monitoring and evaluation capacity
- Development and adoption of the performance management systems framework
- Streamlining of the tender committees
- Establishment of the Project Management Unit to improve MIG Funding expenditure

Municipal Manager's Office

IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
MM/03/2012	All	Deepen stakeholder involvement in municipal programmes	Mayoral working groups interface and civic courtesy programme	The Mayoral led sessions to interface with multitude of Mayoral Working Groups	R 500 000	R 600 000	R 700 000		
MM/04/2012	All		Occupational Health Equipment		R 180 000	R 10 000	R 20 000		
MM/05/2012	All		Service delivery Month		R 100 000	R 106 200	R 112 786		
MM/06/2012			Youth Mass Skilling Programme		R 500 000	R 530 000	R 562 860		
MM/07/2012			Sukumasakhe		R 500 000	R 530 000	R 562 860		
MM/08/2012			Centenary		R 100 000	R 106 000	R 112 600		
MM/09/2012			Disaster Management		R 150 000	R 159 000	R 168 858		
CG/01/2012			Literature & Publications		R 150 000	R 159 300	R 169 177		
CG/02/2012			Process & Participation		R 100 000	R 106 200	R 112 784		
CG/03/2012			Inter-governmental Relations Programmes		R 100 000	R 106 200	R 112 784		
PP/01/2012	All	Capacity building	Ward Committee Training Programmes	28 trainings to be conducted	R 300 000	R 318 600	R338 353	R100 000	R 50 000
PP/02/2012	All	To have own mobilizing equipment	Public Address System and Equipment		R 25 000				

PP/03/2012	All	Promoting moral regeneration values in KDM society	Reed Dance	Coordinate maiden groups for reed dance	R 120 000	R 127 441	R 135 341	R 141 056	R 145 729
PP/04/2012	All	Successful involvement of community to municipal affairs	IDP Road shows/Mayoral Izimbizo	Community Involvement	R 200 000	R 212 400	R 225 569	R 235 068	R 241 653
PP/05/2012	All	To involve all groups in special awareness programmes	Special Programmes for KDM Vulnerable Groups	5 programmes for vulnerable groups per year	R 200 000	R 212 400	R 225 569	R 235 068	R 241 653
PP/06/2012	All	To receive feedback and reports from ward committees	Ward Committee Monthly Meetings & Ward Report backs	12 meetings per year	R600 000	R 637 200	R 676 706	R 700 000	R 720 000
PP/07/2012	All	To empower community on municipal programmes related to service delivery.	Public Awareness Campaigns (Information Day)	1 public awareness campaign	R 120 000	R 127 440	R 135 341	R 140 456	R 145 000
PP/08/2012	All	To encourage the effectiveness of ward committees	Ward Committee members (Stipend)	270 * R1000 p/m out of pocket expense	R3 240 000	R3 402 000	R3 612 924	R3 623 000	R3 642 000
PP/09/2012	All		Stationary		R 15 000	R 15 930	R 16 918	R 18 983	R20 546
PP/10/2012	All		Advertising		R 45 000	R 45 000	R 45 000	R 45 000	R 45 000
PP/11/2012	All	Promoting the exchange of ideas with government departments	Public Participation Indaba	1 after 5 years	R 5 000	R 10 000	R 500 000	R 10 000	R 10 000

PP/12/2012	All	To provide transport to ward committee members and officials	Mini Bus	1 Mini-bus	R 10 000	R 10 000	R 5 000	R 10 000	R450 000
PP/13/2012	All	To promote Public Participation department	Public Participation Banners.	3 banners	R 0 000	R 5 000	R5 000	R10 000	R5 000
PP/14/2012	All		Ward Committee Stationary		R 30 054	R 32 000	R 33 896	R 36 983	R40 546

PERFORMANCE MANAGEMENT UNIT

IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
PM/01/2012			Performance Audit Committee		R 75 000	R 79 650	R 84 588		
PM/02/2012			Customer Survey		R 400 000	R 424 800	R 451 138		
PM/03/2012			Corporate Image Vision 2030		R 50 000	R 53 100	R 56 392		
PM/04/2012			PMS Framework		R50 000	R 53 100	R 56 392		

CORPORATE COMMUNICATION

IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
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CC/O1/2012	ALL		KDM Mayoral Awards		R 50 000	R 53 100	R 56 392		
CC/O2/2012	ALL		KDM Video Project		R 300 000	R 318 600	R 338 353		
CC/O3/2012	ALL		Khuluma Masipala		R 400 000	R 424 800	R 451 138		
CC/O4/2012	ALL		Staff Newsletter		R 100 000	R 106 200	R 112 784		
CC/O5/2012	ALL		Advertising		R 900 000	R 955 800	R1 015 060		
CC/O6/2012	ALL		LCD Screens		R 25 000				
CC/O7/2012	ALL		Public Affairs/Radio Slots		R 350 000	R 371 700	R 394 745		
CC/O8/2012	ALL		Moral Regeneration Programme		R 50 000	R 53 100	R 56 392		
CC/O9/2012	ALL		Diaries And Year Planners		R 100 000	R 106 200	R 112 784		
CC/O10/2012	ALL		State of The Municipality Address		R 20 000	R 21 240	R 22 557		
CC/O11/2012	ALL		Lectern						
CC/O12/2012	ALL		Corporate Branding Material		R 50 000	R 53 100	R 56 392		
CC/O13/2012	ALL		Memorial Wall For Victims Of Political Violence		R 500 000				

Chapter 5

Intergovernmental Relations

5.0. KwaDukuza Municipality in National, Provincial and District Contexts

The latest KwaZulu Natal Provincial Growth & Development Strategy has identified KwaDukuza Municipality as one of the Tertiary Nodes. KwaDukuza Municipality shall be using this status to its advantage by identifying programmes and projects that will bring about growth in the area of KwaDukuza. This status shall also be used as one of the important tools of ensuring the realization of KwaDukuza Vision 2030. As part of the broader government of cooperative governance, KwaDukuza Municipality is, as part of the ongoing process, making all possible means, to align its processes, programmes and projects with that of National Government, Provincial Government and Ilembe District Municipality.

5.1. Alignment of KwaDukuza Strategies With Priorities Of National Government

5.1.1. Twelve (12) outcomes of government

In 2010 the national cabinet approved the 12 outcomes of government which are aimed at addressing the main strategies of government. Although these outcomes were developed to be the strategic focus of government, it must be noted that these outcomes have ramifications for the strategic plans and visions of municipalities. It is against this background that KwaDukuza Municipality has identified the roles it can play in ensuring the success of these strategic focus areas:

1. Outcome 1: Improve the quality of basic education

KwaDukuza Municipality understands the role that education plays in achieving economic and social development of the municipality and its people. KwaDukuza municipality will always play a facilitating role when it comes to education. Its support shall come through facilitating zoning, approving of plans and where possible in identification of suitable and appropriate piece of land. KwaDukuza Municipality shall also continue to provide support through prioritising the delivery of bulk infrastructure and basic services to schools, for instance, waste removal, construction of bus routes, provision of electricity etc.

2. Outcome 2: Improve health and expectancy

Although there is still a pending issue of the privatization of clinic and other health centres run by municipalities, the reality is that these clinics and health centres will continue to serve the people of KwaDukuza.

3. Outcome 3: All people in South Africa is protected and safe

KwaDukuza Municipality is mindful and aware of the devastating effects that high crime levels have on the population, economic development and to the general public large. At its council Lekgotla held in Drakensberg, KwaDukuza Municipality resolved in starting a 24hour municipal police shift. This shift will focus on crime prevention, by-law enforcement and road traffic management services municipal wide.

4. Outcome 4: Decent employment through inclusive economic growth

The focus of KwaDukuza Municipality shall be on continuing to facilitate economic growth in the area of KwaDukuza. KwaDukuza Municipality will also register all its projects with Expanded Public Works Programme (EPWP), so as to benefit from the incentives of this programme.

5. Outcome 5: A skilled and capable workforce to support inclusive growth

As part of ensuring that it develops a renewed cadre of local government, KwaDukuza will continue to intensify employee training. Funds to ensure that senior staff members meet MFMA minimum competency levels by December 2012 and beyond have been put aside.

6. Outcome 6: An efficient competitive and responsive economic structure network.

In response to this KwaDukuza Municipality has identified both economic development and infrastructure development as the main drivers of IDP 2012-2017. As such, the bigger portion of this terms budget will be given towards these drivers.

7. Outcome 7: Vibrant, equitable and sustainable rural/communities and food security.

Out of 27 wards, there are six wards that can be classified as rural wards. These wards are 1, 3, 9, 21, 25 and 27. KwaDukuza Municipality is aware that these wards need special attention. Specific plans to deal with challenges faced by these wards will be developed.

8. Outcome 8: Sustainable human settlements and improved quality of household life

Integrated sustainable human settlement is one of the most critical pillars in which KwaDukuza has put more focus. This is going to be used as one of the job drivers in line with the new growth path initiatives. The integrated sustainable human settlements sector plan I being received and will be ready for inclusion in the 2012/13 IDP.

9. Outcome 9: A responsive and accountable, effective and efficient local government system

As part of KwaDukuza Turnaround strategy, the Council has identified a number of areas in which intervention is needed. One of these is the slow pace of implementation of projects and non-spending of MIG funding. The monitoring and evaluation function has been assigned to the office of the Municipal Manager to monitor the implementation of the IDP, budget and SDBIP on a quarterly basis.

10. Outcome 10: Protection and enhancement of environmental assets and natural resources.

The greening strategy has been completed and this is in line with the COP 17 resolutions. Environmental issues such as climate change, global warming, and environmental degradation are some of the priorities that have been identified during this financial year.

11. Outcome 11: a better South Africa, a better and safer Africa and world.

KwaDukuza's contribution in this area is ensuring the bettering of the lives of the people of KwaDukuza.

12. Outcome 12: A development –orientated public service

As mentioned under outcome 9, KwaDukuza Municipality is strengthening monitoring and evaluation framework as well as the performance management systems framework.

5.2. Alignment Of KwaDukuza Strategies With The Six Key Priorities Of KZN Provincial Government

The KZN Provincial government has identified 6 key priority areas that will serve as the focal areas and that will ultimately assist in the acceleration provincial economic growth and development. These six key priorities are also intended to have a direct impact on the sustainability of life, livelihoods, and economic development within provincial population. As KwaDukuza Municipality embarks on its *2012/17 integrated development planning process*, it shall ensure that these six key priorities are part of the core strategies upon which *KwaDukuza 2012/17 Integrated Development Plan* shall be based on. It must be mentioned however, that in cases where these priorities, are entirely the provincial functions, KwaDukuza Municipality shall only provide an environment conducive for the implementation of these six key priorities of KZN Provincial Government. Below are the six key Priorities of KZN Provincial government:

- a. **Education:** Through this priority, the KZN Provincial Government aims to improve the quality of basic education. Though this is not one of the functions of KwaDukuza Municipality, but the Council has established a bursary fund for learners who have performed exceptionally well in their matriculation and who also come from disadvantaged background. Apart from the bursary fund, KwaDukuza Municipality, in its human settlement development projects, puts aside school sites for the benefit of the Department of Education.

There is also an ongoing partnership with Mr. Price Group, in which pupils are encouraged to participate in sporting activities at school. This partnership has also extended to lower primary schools through **Red Cap Foundation** Programme called **Young Heroes**. In this programme, **Red Cap Foundation** facilitates physical education in primary schools.

Another programme of high importance is the partnership with **GIZ** known as **Development through Football**. In this programme, **GIZ** encourages school going children to take in all ball games through which they then teach them life skills, including awareness on **HIV & AIDS**.

It must be mentioned that KwaDukuza Municipality is using National Youth Development Agency's programmes to reach out to the schools. These programmes are aimed at encouraging learners to embed their focus on education. It must be mentioned that KwaDukuza Municipality shall continue to explore all possible means of ensuring that it invest in education for the benefit of the disadvantaged section of its community

- b. Health:** The main focus is on outputs and activities contributing to “*a long and healthy life for all South Africans*”. The key objective is to increase the life expectancy of citizens and to ensure that all people have access to healthcare. KwaDukuza Municipality falls within iLembe District Health Office and is currently, until the process of provincialization of the clinics is finalized, managing eight clinics. KwaDukuza Municipality has set up a Local **AIDS** Council which has developed an **HIV & AIDS** Strategy. KwaDukuza Municipality is therefore rolling out the **HIV & AIDS** Strategy.

KwaDukuza Municipality has in line with the Department of Health (iLembe District Office), identified **HIV & AIDS**; Diabetes; HPT; Respiratory; TB; Diarrhea and Trauma as the top six health conditions in KwaDukuza.

KwaDukuza Municipality is focusing on improving the municipal primary healthcare services that is rendered to its community members. The municipality provides primary health care services and the regional and provincial hospitals provide the support in cases where the municipal clinics fall short on.

- c. Rural Development (Agrarian and Land Reform):** Government wants to develop “vibrant, equitable, sustainable rural communities, contributing towards food security for all”. KwaDukuza Municipality’s Response: Increase or improve effectiveness of agricultural office, effectiveness of LED office through its programmes such as seeds distribution, tunnels, one home one garden etc. Improve and sustain working relations with the district office for Department of Agriculture (DAEARD)
- d. Fighting Crime and Corruption:** KwaDukuza Internal Audit Department is responsible for carrying out investigations related to fraud and corruption. In terms of safety, KwaDukuza Municipality has developed a Crime Prevention Strategy. The following programmes have been identified for implementation during this financial year
- Increase staff capacity
 - Strengthen crime prevention unit and provide adequate recourses
 - Improve working conditions
 - Improve working relations with the SAPS and enforce KDM bylaws

7 KZN PROVINCIAL STRATEGIC GOALS	KDM'S INTERVENTION
1. Job Creation	<ul style="list-style-type: none"> • A policy on bursary for the youth be developed. • Develop KDM ICT Centre, ICT Satellite centre Youth in Farming Moral regeneration programmes-targeting schools & communities • The existing job database be utilized. • The filling of vacancies as identified be filled. • A BUSINESS PLAN that will identify programmes and facilitate implementation of all agricultural related programmes/projects be developed. • YEARLY PROGRAMMES - Career Expo, Youth Month, Schools Dialogue, Heritage month, Women's celebration, Business Seminar • The implementation of waste management services such as waste to energy and recycling projects should be done in a way as to encourage the creation of sustainable jobs, local economic development and empowerment of local entrepreneurs particularly those that have been historically disadvantaged.
2. Human Resource Development	<ul style="list-style-type: none"> • Reinforce stakeholder communication and participation fora. • Reinforce Local Labor Forum. • Formulation and implementation of the human resource development strategy framework • Develop and implement priority skills strategy
3. Human and Community Development	<ul style="list-style-type: none"> • Facilitate the implementation of flagship programmes (Driefontein, Groutville etc.) • Develop Rental stock for people earning between R3500-R7500 and people earning less than R3500 respectively • Develop and implement priority skills strategy • Develop and adopt the integrated skills Development Strategy – extending to communities.
4. Strategic Infrastructure	<ul style="list-style-type: none"> • Establish a Maintenance programme and management system on existing and proposed infrastructure e.g. Halls, roads, municipal buildings, storm water, potholes • Adoption of the Electricity Master Plan (20 years) • Ensure all public facilities are disabled persons friendly.
5. Response to Climate Change	<ul style="list-style-type: none"> • KwaDukuza Municipal greening programmes serve as the corner stone of our Climate Change strategy throughout the municipality. • Tree planting initiatives in municipality's various wards.
6. Governance and Policy	<ul style="list-style-type: none"> • Review and monitor compliance with applicable laws and regulations. Report to all Committees • Develop Performance Management Framework • KwaDukuza Municipality undertakes to ensure that all compliance, principles of good governance, monitoring and evaluation, public participation and communication within the organization are adhered to in order to improve organizational performance and service delivery.
7. Spatial Equity	<ul style="list-style-type: none"> • Conduct land audit for potential land use opportunities of the municipal land • Develop LOCAL AREA PLANS to ensure coordinated development - Groutville, Compensation, Darnall, Greater Nonoti area, Peak Power Plant, Erasmus Dam areas etc. • Prepare and/or facilitate implementation of Urban Renewal Programmes for KwaDukuza CBD, Ballito Village Node, Shakaskraal

	<p>Town, and UMhlali Town.</p> <ul style="list-style-type: none"> • Develop enforcement programmes targeted at high priority areas to ensure compliance with relevant legislation i.e. PDA, NBR • Ensure GIS as focal point for spatial base information for KDM and also to strengthen the GIS unit in order to ensure the effective support to other directorates. • Prepare integrated rural development policy framework and programmes • Develop long term strategic plans to facilitate the achievement of 'Vision 2030, - (City Development Strategy, Transportation Plans, Spatial Plans, Climate Change)
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5.4. Co-operative Governance

One of the critical components in formulating a credible IDP is the level of participation by all three spheres of government. This is important as it ensures co-operative governance; this is core in our democratic society. It is important to acknowledge that the communities that we serve, view government as a single uniform structure, there is little regard for jurisdiction and the autonomous nature of these spheres. It is thus critical to establish effective inter-governmental relations; this is perhaps the most critical component of achieving efficient and effective service delivery.

The KwaDukuza Municipality has, over the years, advocated for greater synergy between all spheres of government providing services within its' municipal area. The municipality has held successful engagements with provincial departments in an attempt to align municipal and provincial strategies in a manner that is responsive to the needs of the community. The culmination of these concerted efforts by the different spheres will be the realization of the targets set by government in 2004; namely:

- *Reducing unemployment by half through new jobs, assistance to small business, opportunities for self-employment and sustainable community livelihood;*
- *Reducing poverty by half through economic development, comprehensive social security, land reform and improving household and community assets;*
- *Creating a compassionate government service to the people, national, provincial and local representatives who are accessible; and citizens who know their rights and insist on fair treatment and effective service;*
- *Accelerating the delivery of basic services and increasing access to services is a core priority for the term of government.*

It must be noted that even though there are challenges that exist in ensuring all departments are represented in these engagements, the situation has improved over the years and the level of contributions has also been increasing. The multi-sectoral engagements that the municipally facilitates, as part of the IDP process, offers sector departments with an opportunity to interact with the communities they serve.

Ensuring effective intergovernmental relations is not just a "nice to have" but it's a legislative requirement in terms of the Intergovernmental Relations Framework Act of 2005. This act patently states that; for government to address the pervasive

challenges of poverty, underdevelopment, and marginalization there is a need for co-operation and integration of actions by the various spheres of government.

The issue of alignment between financial years for all three spheres of government still poses some difficulty in terms of sourcing project information linked to budget allocation. Below is a brief synopsis of the departments, that we interact with, and the programmes and projects envisaged for KwaDukuza for the 2011/12 financial year.

5.4.1. Sector Alignment

The MTEF of the following Departments were presented during various iLembe Intergovernmental Sector Alignment meetings have been incorporated within the iLembe District Municipality Capital Investment Framework (CIF) attached at **Annexure A**.

5.4.2. Department Of Health

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
<i>Groutville Clinic</i> Replacement :Projected cost R 12 000 000.00	KWADUKUZA	9	Design		x	
<i>Stanger Hospital:</i> Convert Existing Paediatric Ward To Psychiatric Ward. - Projected cost is R 15 000,000.00.		19	Design	x		
<i>Stanger Hospital:</i> New Labour and Neonatal Ward. - projected cost is R 90 000 000.00		19	Design	2011/12		
<i>Stanger Hospital</i> : CSSD Autoclave cost is R 625 000.00		19	Construction	2011/12		

TABLE 40: MTEF Department of Health

5.4.3. Department Of Human Settlement

NAME OF PROJECT	MUNICIPALITY	WARD NO.	CURRENT STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
Driefontein (1500 sites)	KWADUKUZA	4				
Groutville Priority 2 (2000 sites)		11	Planning/Installation of services	13 000 000	15 000 000	15 000 000
Groutville Priority 5 (1000 sites)		9	Planning/Installation of services	10 000 000	13 740 000	13 000 000
Sakhamkhanya (2000 sites)		3	Planning	10 000 000	10 000 000	6 000 000
Groutville Priority 1 Chris Hani (1000 sites)		15	Planning	4 000 000	6 000 000	5 000 000
Groutville Priority 1 Lloyds (1000 sites)		14	Planning	4 000 000	4 000 000	5 000 000
Groutville Priority 1 Ntshawini (1000 sites)		26	Planning	4 000 000	6 000 000	5 000 000
Rocky Park (770 units)		19	Planning	6 300 000	5 000 000	
Sokesimbone (1000 sites)		1	Planning	3 000 000	7 000 000	4 000 000
Etete Ph. 4B(1500 sites)		20	Pre-Planning	1 000 000	5 000 000	5 000 000

Nyathikazi (1500 sites)		3	/Pre-Planning	750 000	3 000 000	7 000 000
Nonoti Mouth (400 sites)		3	Planning	4 000 000	7 000 000	
Charlottedale (3000 sites)		10,& 11	Pre-Planning	1 000 000	2000 000	6 000 000
Steve BikoPh 2 (1000 sites)		13, 26	Pre-Planning	1 000 000	2000 000	5 000 000
Dendethu		1	Pre-Planning			
Madundube (1500 sites)		27	Packaging/Pre-Planning	500 000	1 000 000	3 000 000
Mellowood Park (military veterans)		22	Pre-Planning			
Mgigimbe		9	Pre-Planning			
Shakaville Extension			Middle Income			

TABLE 42: MTEF Department of Human Settlement: KwaDukuza LM

5.4.4. Department Of Transport

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR		
				2012/13	2013/14	2014/15
INFRASTRUCTURE	KWADUKUZA	10				
Zenzele - packhouse		9	Tender	200,000.00	207,000.00	221,000.00
Mandalay		27	Tender	1,500,000.00	1,602,000.00	1,711,000.00
Hlomendlini		25	Tender	215,000.00	230,000.00	237,000.00
IsicongoEsiphakeme		7	Tender	1,500,000.00	1,600,000.00	1,711,000.00
MECHANIZATION						
Mechanization Ploughing 100ha		1 to 27	Tender	90,000.00	96,000.00	103,000.00
Mechanization Liming 110ha		10 & 15	Tender	185,000.00	200,000.00	215,000.00
Mechanization - seeds & seedlings		1 to 27	Tender	140,000.00	150,000.00	160,000.00
Mechanization - Fertilizer		1 to 27	Tender	300,000.00	320,000.00	342,000.00
Mechanization - Agro chemicals		1 to 27	Tender	40,000.00	43,000.00	46,000.00

5.4.5. Department of Education

Name of Project	WARD NO.	STATUS PROJECT	MTEF 3 YEAR		
			2012/13	2013/14	2014/15
UMhlali College	22	Design	R 21,529,200	0	0
New ETETE S	7	Design	R 21,529,200	0	0
New BALLITO P	6	Design	R 18,127,560	0	0
Tinley Manor P	7	Design	R 17,105,880	0	0
Nonhleu S	9	Design	R 15,964,080	0	0
Nkukwini P	15	Design	R 14,310,120	0	0
New Guilderland I	3	Design	R 4,699,200	0	0
Cranburn P		Design	R 2,079,000	0	0
Lubisana P	3	Design	R 2,587,200	0	0
Banguni S	1	Design	R 6,424,440	0	0
Nonoti P	3	Design	R 4,493,280	0	0
Lower Tugela P		Design	R 7,831,560	0	0
Inkosi Albert Luthuli Sivananda S	15	Design	R 9,907,920	0	0
Dinuphozo P	23	Design	R 15,352,920	0	0
Lloyd P	14	Design	R 12,215,280	0	0
Mbekamuzi P	11	Design	R 9,902,640	0	0
Groutville H	10	Design	R 14,867,160	0	0
Hulsug P	3	Design	R 7,890,960	0	0

5.4.6. Department of Economic Development

Name of Project	MUNICIPALITY	WARD NO.	STATUS OF PROJECT	MTEF 3 YEAR	
				2012/13	2013/14
Integrated Floriculture Centre Project (Gijima CFI Project)	KWADUKUZA		Gijima LCFI funding has been approved for the establishment of a floriculture centre in KwaDukuza in order to develop an integrated cut flower and foliage business. Contractual arrangements being finalized. Project to commence in April 2012.	Total project cost = R8 million for 3-year project. (R5 million grant funding from Gijima, and R3 million co-funding contribution from the applicant).	

TABLE 47: MTEF Department of Economic Development

5.4.7. Department Social Development &SASA

Social Grant Statistics For iLembe Cluster As At 01 October 2011 Is As Follows:

NAME OF LOCAL OFFICE	Old Age	Disability	W/V	FCG	CDG	GIA	CSG	(C) FCG	(C) CDG	(C) CSG	Total number children in the system
STANGER	12210	9251	0	1747	891	373	27720	2603	912	47787	51302

TABLE 48: Social Grant Statistics

Chapter 6

KwaDukuza Environmental Management

6.1. KwaDukuza Municipal Vision and Environmental Vision

KwaDukuza Municipality is guided in its activities and environmental objectives, programmes and action plans by its overall Municipal vision for the Year 2030,

“By 2030, KwaDukuza shall be a vibrant city competing in the global village economically, socially, politically and in a sustainable manner.”

The Municipality strives to be an environmentally sustainable municipality that anticipates, manages, and reduces its vulnerability to potential global and local environmental shocks and works consistently with the Department of Agriculture, Environmental Affairs and Rural Development, and other organs of state to drastically reduce the impact of its built environment and urban processes on the broader envelope of natural resources; with the main objective being to achieve “sustainable development”

In its stride towards developing KwaDukuza Municipality into a city, the municipal vision 2030 basis this on the three pillars of Sustainability; that of economic sustainability, social sustainability and political sustainability. In order to achieve this, KwaDukuza Municipality develops environmental policies that will assist in addressing the issues of sustainable social, economic and environmental development. The intention of strategic planning documents is to strengthen sustainability in the Integrated Development Planning of the municipality.

To realize the municipal 2030 vision, KwaDukuza Municipality has further developed a draft document called the “KwaDukuza Environmental Management Policy; which is a soft law that seals and further emphasizes the municipalities commitment in conserving its natural resources and form the basis for sectorial policies, strategies and programmes to ensure that the National Environmental Management Act principles are realized. The environmental management policy vision links up with the overall municipal vision and reads as follows:

This Municipality strives to be an environmentally sustainable municipality that anticipates, manages, and reduces its vulnerability to potential global and local environmental shocks and works consistently with the department of environmental affairs to drastically reduce the impact of its built environment and urban processes on the broader envelope of natural resources.

6.2. Environmental Legislative Framework

To ensure Integrated Environmental Management takes place, KwaDukuza employs various environmental legislative frameworks to guide it in its decision making processes and has taken the step of further understanding the various obligations each piece of legislature has for the municipality to ensure compliance. Below are some of the environmental legislative frameworks KwaDukuza Municipality employs:

- The National Environmental Management Act (NEMA)
- Environment Conservation Act
- The National Water Act
- The Biodiversity Act
- The Waste Act
- The Protected Areas Act
- The Forestry Laws Amendment Act (Act No. 35 of 2005)
- The Disaster Management Act
- The Municipal Systems Act (Act No. 32 of 2000)
- The Integrated Coastal Management Act

It is imperative to note that holistic environmental management act is a multidisciplinary activity that lies with various authorities whether Nationally, Provincially and even at a local authority level. Understanding the various obligations and expectations assists KwaDukuza Municipality to play its vital role in the process and in doing so has used the following guide;

6.3. DEA Planning and Reporting Tool Environmental Management

NATIONAL ENVIRONMENTAL MANAGEMENT ACT, 1998 [ACT 107 OF 1998]

REQUIREMENTS & OPTIONS	RELEVANT SECTIONS	DESCRIPTION/SPECIFICATIONS COMPLIANCE STATUS & USE	RESPONSIBLE PERSON & CONTACT DETAILS	
Required and optional products/arrangements/agreements, process and information disclosures				
Entering into Environmental Management Cooperation Agreements	Sections 35.(1) and 45.(2)	A municipality may enter into environmental management co-operation agreements with any person or community for the purpose of promoting compliance with the principles laid down in the Act. A municipal council may substitute his or her or its own regulations or bylaws, as the case may be, for the regulations issued by the Minister, provided that such provincial regulations or municipal bylaws must comply with the principles laid down in this Act.		
Preparation of Model Environmental Management By-laws	Sections 46.(2) and (3)	Any municipality may request the Director-General to assist it with the preparation of bylaws on matters affecting the environment and the Director-General may not unreasonably refuse such a request. The Director-General may institute programmes to assist municipalities with the preparation of bylaws for the		
Designation of environmental management inspectors by MEC	Sections 31C. (1) and (2) and 31G.(1)	An MEC may designate by agreement as an environmental management inspector, any staff member of any municipality in the province. An environmental management inspector within his or her man-date must monitor and enforce compliance with a law for which he or she has been designated in terms of that section; may investigate any act or omission in respect of which there is a reasonable suspicion that it might constitute an offence in terms of such law; a breach of such law; or a breach of a term or condition of a permit, authorization or other instrument issued in terms of such law.		
Delegation of powers by MEC	Section 42A	The MEC of a province may delegate a power or duty vested in or delegated to the MEC in terms of this Act or a specific environmental management act to a municipality, by agreement		
Designation of Coastal Access Land	Sections 18.(1), (2) and (6); 19.(1), (2) and (3); 20.(1) and (2) and 25.(3); 26.(1) and (4); (29); 31 and 32.(1)	Each municipality whose area includes coastal public property must make a by-law that designates strips of land in order to secure public access to that coastal public property. Coastal access land is subject to a public access servitude in favour of the local municipality within whose area of jurisdiction it is situated and in terms of which members of the public may use that land to gain access to coastal public property. A municipality may on its own initiative or in response to a re-quest withdraw the designation of any land as coastal access land. A municipality may withdraw the designation of any land as coastal access land by following the same procedure as is required to designate land as coastal access land. A municipality in whose area coastal access land falls has a number of responsibilities that require specific actions (see details below). A municipality may make by-laws for the proper implementation of these responsibilities with regard to coastal access land.		
Designation of Coastal Access Land	Sections 18.(1), (2) and (6); 19.(1), (2) and (3); 20.(1) and (2) and 25.(3); 26.(1) and (4); (29); 31 and 32.(1)	A local municipality within whose area of jurisdiction a coastal set-back line has been established must immediately delineate the coastal set-back line on a map or maps that form part of its zoning scheme. Coastal access land may be determined or adjusted by the municipality if it reasonably believes that the objectives of this Act will be achieved more effectively by doing so. When determining or adjusting a boundary of coastal access land a municipality must take into account the kind of public access required, and whether it is for pedestrians, vessel launching, or any other kind of access. Any potential adverse effects that public access may cause, including those caused by associated infrastructure, increased numbers of people, vehicles, vessels or other conveyances; and the need for parking, recreational and ablution facilities must be considered. The		

		<p>municipality must also take into account any existing rights of way, public servitudes or customary means of gaining access to the sea-shore and coastal waters; the need to protect any coastal protected areas; and the importance of not restricting the rights of land owners unreasonably.</p> <p>Each municipality whose area includes coastal public property must within four years of the commencement of this Act, make a by-law that designates strips of land adjacent to that coastal public property as coastal access land in order to secure public access to that coastal public property.</p>
Designation of Coastal Access Land	Sections 18.(1), (2) and (6); 19.(1), (2) and (3); 20.(1) and (2) and 25.(3); 26.(1) and (4); (29); 31 and 32.(1)	<p>A municipality may withdraw the designation of any land as coastal access land by following the same procedure as is required to designate land as coastal access land. Before designating land as coastal access land or withdrawing any such designation, a municipality must assess the potential environmental impacts of doing so; consult with interested and affected parties in accordance with and give notice of the in-tended designation or withdrawal of the designation to the owner of the land.</p> <p>A municipality in whose area coastal access land falls must:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Sign-post entry points to that coastal access land <input type="checkbox"/> Control the use of, and activities on that land <input type="checkbox"/> Protect and enforce the rights of the public to use that land to gain access to coastal public property <input type="checkbox"/> Maintain that land so as to ensure that the public has access to the relevant coastal public property <input type="checkbox"/> Where appropriate and within its available resources, provide facilities that promote access to coastal public property, including parking areas, toilets, boardwalks and other amenities, taking into account the needs of persons with physical disabilities <input type="checkbox"/> Ensure that the provision and use of coastal access land and associated infrastructure do not cause adverse effects <input type="checkbox"/> Remove any public access servitude that is causing or contributing to adverse effects that the municipality is unable to prevent or to mitigate adequately <input type="checkbox"/> Report to the MEC within two years of this Act coming into force on the measures taken to implement this section <input type="checkbox"/> Describe or otherwise indicate all coastal access land in any municipal coastal management programme and in any municipal spatial development framework.
Access Land	Sections 18.(1), (2) and (6); 19.(1), (2) and (3); 20.(1) and (2) and 25.(3); 26.(1) and (4); (29); 31 and 32.(1)	<p>A municipality may make by-laws for the proper implementation of subsection.</p> <p>A local municipality within whose area of jurisdiction a coastal set-back line has been established must immediately delineate the coastal set-back line on a map or maps that form part of its zoning scheme in order to enable the public to determine the position of the set-back line in relation to existing cadastral boundaries.</p> <p>Coastal access land may be determined or adjusted by the municipality if it reasonably believes that the objectives of this Act will be achieved more effectively by doing so.</p> <p>When determining or adjusting a boundary the Minister, MEC or municipality in question must give interested and affected parties an opportunity to make representations. It must also take into account any representations made by interested and affected parties; the interests of any affected local community; any applicable coastal management programme, and comply with any other requirements that may be prescribed.</p> <p>If a municipality determines or adjusts a boundary, a local municipality within whose area of jurisdiction the boundary is situated must immediately delineate that boundary on a map or maps that form part of its zoning scheme in order to enable the public to determine the position of the boundary in relation to existing cadastral boundaries.</p> <p>A municipality must notify the Registrar of Deeds in writing when-ever a boundary has been determined or adjusted or an area or land has been demarcated.</p>
Preparation of Estuarine Management Plan	Section 34.(2)	<p>An estuarine management plan may form an integral part of a provincial coastal management programme or a municipal CASTAL MANAGEMENT PROGRAMME</p>

Preparation and adoption of Municipal Coastal Management Programmes	Section 46.(1), (2) and (3); 47.(1), (2) and (3) and 48	<p>A coastal municipality must, within four years of the commencement of this Act, prepare and adopt a municipal coastal management programme for managing the coastal zone or specific parts of the coastal zone in the municipality.</p> <p>A municipality may administer its coastal management programme and may make by-laws to provide for the implementation, administration and enforcement of the coastal management programme.</p> <p>A municipal coastal management programme must be a coherent municipal policy directive for the management of the coastal zone within the jurisdiction of the municipality, be consistent with the national and provincial coastal management programmes, and the National Estuarine Management Proto-col.</p> <p>A municipal coastal management programme must include a vision for the management of the coastal zone within the jurisdiction of the municipality, including the sustainable use of coastal resources; the coastal management objectives for the coastal zone within the jurisdiction of the municipality; and priorities and strategies to: achieve the coastal management objectives of the municipality, to assist in the achievement of the national and provincial coastal management objectives as may be applicable in the municipality, and performance indicators to measure progress with the achievement of those objectives.</p> <p>A municipal coastal management programme may include a programme of projected expenditure and investment by the municipality in coastal management infrastructure or in order to implement any coastal management programme; a description of specific areas within the coastal zone that require special coastal management, and management strategies for those areas; and estuarine management plans.</p> <p>A Municipality may administer its coastal management programme and may make by-laws to provide for the implementation, administration and enforcement of the coastal management programme.</p>
Preparation and adoption of Municipal Coastal Management Programmes	Section 46.(1), (2) and (3); 47.(1), (2) and (3) and 48	<p>A coastal municipality must, within four years of the commencement of this Act, prepare and adopt a municipal coastal management programme for managing the coastal zone or specific parts of the coastal zone in the municipality. It must review any programme adopted by it at least once every five years; and may, when necessary, amend the programme.</p> <p>A municipality must, within 60 days of the adoption of the municipal coastal management programme or of any substantial amendment to it give notice to the public that copies of, or extracts from the programme are available for public of the adoption of the programme; and inspection at specified places; and publicize a summary of the programme.</p> <p>A municipality may prepare and adopt a coastal management programme as part of an integrated development plan and spatial development framework adopted in accordance with the Municipal Systems Act and if it does so, compliance with the public participation requirements prescribed in terms of the Municipal Systems Act for the preparation and adoption of integrated development plans will be regarded as compliance with public participation requirements in terms of this Act.</p>
Alignment of plans	Section 49 and 50 (4)	<p>An environmental implementation or management plan, an integrated development plan, and a municipal land development plan must be aligned with the national coastal management programme and any applicable provincial coastal management programme.</p> <p>Each municipality in the coastal zone must ensure that its integrated development plan (including its spatial development framework) is consistent with other statutory plans adopted by either a national or a provincial organ of state.</p> <p>An environmental implementation or environmental management plan in terms of Chapter 3 of the National Environmental Management Act, an integrated development plan in terms of the Municipal Systems Act, and a municipal land development plan must be aligned with the national coastal management programme and any applicable provincial coastal management programme. It must contain those provisions of the national coastal management programme and any applicable provincial coastal management programme that specifically applies to it and give effect to these management programmes.</p> <p>Each municipality in the coastal zone must ensure that its integrated development plan (including its spatial development framework) is consistent with other statutory plans adopted by either a national or a provincial organ of state.</p>
Status of plans	Section 50 (1)	<p>An integrated development plan adopted by a municipality in terms of the Municipal Systems Act is seen as statutory when it affects coastal management.</p>

Preparation of Zoning schemes for areas within the coastal zone	Sections 55.(2) and (3) and Section 56.(1) and (2)	<p>A coastal zoning scheme may be established and implemented for an area within the coastal zone by the municipality, in consultation with the MEC and after consultation with any authority that is responsible for managing an area to which the zoning scheme applies. A coastal zoning scheme established by a municipality takes precedence over any other coastal zoning scheme except one established by the Minister or the MEC, or established within a coastal protected area by the management authority for that protected area.</p> <p>A coastal zoning scheme of a municipality may form, and be enforced as part of, any land use scheme adopted by the municipality. A municipality must not adopt a land use scheme that is inconsistent with a coastal zoning scheme made in terms of this Act and if there is a conflict between a municipal land use scheme established after the commencement of this Act and a coastal zoning scheme made in terms of this Act, the coastal zoning scheme shall prevail.</p>
Following Consultative Processes	Section 51.(1)	Before exercising a municipality must consult with interested and affected parties by means of a fair consultative process that enables them to participate effectively in the decision-making process; and take account of the representations and objections received during the consultative process before exercising the power.
Review of Municipal Coastal Management Programmes	Section 54. (4)	A municipality that receives a notice in terms from the MEC must amend or replace the coastal management programme by following the same procedure used to prepare and approve it under this Act except that the new or amended coastal management programme may not be finally approved without the consent of the MEC
Setting of Local standards	Section XX	<p>A municipality may set local standards:</p> <ul style="list-style-type: none"> <input type="checkbox"/> for the separation, compacting and storage of solid waste that is collected as part of the municipal service or that is disposed of at a municipal waste disposal facility; <input type="checkbox"/> for the management of solid waste that is disposed of by the municipality or at a waste disposal facility owned by the municipality, including requirements in respect of the avoidance and minimization of the generation of waste and the reuse, recycling and recovery of solid waste; <input type="checkbox"/> in respect of the directing of solid waste that is collected as part of the municipal service or that is disposed of by the municipality or at a municipal waste disposal facility to specific waste treatment and disposal facilities; and <input type="checkbox"/> In respect of the control of litter.
Preparation of Integrated Waste Management Plan	Sections XX and XX	<p>Each municipality must include in its integrated development plan contemplated in Chapter 5 of the Municipal Systems Act, an integrated waste management plan that is consistent with the relevant provincial integrated waste management plan.</p> <p>An integrated waste management plan must:</p> <ul style="list-style-type: none"> <input type="checkbox"/> contain a situation analysis which includes: <ul style="list-style-type: none"> <input type="checkbox"/> a description of the population and development profiles of the area to which the plan relates; <input type="checkbox"/> an assessment of the quantities and types of waste that are generated in the area; <input type="checkbox"/> a description of the services that are provided, or that are available, for the collection, recovery, reuse, recycling , treatment and disposal of waste; and <input type="checkbox"/> the number of persons in the area who are not receiving waste collection services; <input type="checkbox"/> within the domain of the relevant national department, province or municipality, set out how that relevant national department, province or municipality intends: <input type="checkbox"/> to give effect, in respect of waste management, to Chapter 3 of the National Environmental Management Act to the extent that that the Chapter is applicable to it; <input type="checkbox"/> to give effect to the objects of this Act; <input type="checkbox"/> to identify and address the negative impact of poor waste management practices on health and the environment; <input type="checkbox"/> to provide for the implementation of waste avoidance, minimization, recycling and reuse programmes; <input type="checkbox"/> in the case of a municipal integrated waste management plan, to address the delivery of waste management services to residential premises;

		<ul style="list-style-type: none"> <input type="checkbox"/> to identify measures that are required and that will be implemented to support municipalities to give effect to the objects of this Act; <input type="checkbox"/> to implement the Republic's obligations in respect of any international agreements; and <input type="checkbox"/> to give effect to best environmental practice in respect of waste management. <ul style="list-style-type: none"> <input type="checkbox"/> set out the municipality's priorities and objectives in respect of waste management; <input type="checkbox"/> describe how the relevant national department, province or municipality will give effect to its integrated waste management plan; and <input type="checkbox"/> comply with such requirements as may be prescribed by (e) the Minister
	Sections XX-XX.	In terms of Section XX of the Act the Minister or MEC may, by notice in the Gazette, require of a municipality to prepare and submit an Industry Waste Management Plan if it produces waste other than during the course of normal government administration, to the Minister or MEC for approval. This Section up to Section 40 provides all the detail
Designation of Waste Management Officer	Sections XX and XX	<p>In terms of Sections XX and XX of the Act the waste management officer that every municipality must designate from its administration to be responsible for coordinating matters pertaining to waste management in the municipality:</p> <ul style="list-style-type: none"> <input type="checkbox"/> must perform the duties or exercise the powers assigned or delegated to that officer in terms of this Act. <input type="checkbox"/> may delegate a power or assign a duty to an official in the service of that officer's administration, subject to such limitations or conditions as may be prescribed by the Minister or MEC. <input type="checkbox"/> must co-ordinate their activities in such a manner as may be set out in the National Waste Management Strategy or prescribed by the Minister. <p>A waste management officer may in terms of Section XX re-quire, in writing, any person to submit a waste impact report in a specified form and within a specified period to the waste management officer under certain circumstances as set out in Sections XX and XX.</p>
Setting of Waste Management By-laws	Section XX	<p>In terms of Section XX of the Act a municipality may:</p> <ul style="list-style-type: none"> <input type="checkbox"/> pass waste management by-laws and standards; and <input type="checkbox"/> cooperate with another municipality in respect of the provision of joint waste management services.
Municipal Waste Management responsibilities	Section XX	<p>In terms of Section XX of the Act every municipality must:</p> <ul style="list-style-type: none"> <input type="checkbox"/> conduct municipal activities in accordance with the National Waste Management Strategy and any national or provincial norms and standards; <input type="checkbox"/> compile an integrated waste management plan; <input type="checkbox"/> ensure that waste management services are provided within the municipality in a manner which prioritizes the recovery, re-use or recycling of waste and provides for the treatment and safe disposal of waste as a last resort; <input type="checkbox"/> designate a waste management officer; <input type="checkbox"/> ensure that provision is made for the management and collection of litter; <input type="checkbox"/> secure compliance with the objects of this Act that are in the domain of the municipality; and <input type="checkbox"/> implement any other measures that are necessary for securing the objects of this Act that are within the domain of the municipality.

Annual provision of information on the implementation of the Municipal Integrated Waste Management Plan	Section XX	<p>This information must be part of the performance report which must be prepared in terms of Section 46 of the Municipal Systems Act.</p> <p>The annual report must contain information on the implementation of its integrated waste management plan, including information on:</p> <ul style="list-style-type: none"> <input type="checkbox"/> the extent to which the plan has been implemented during the period; <input type="checkbox"/> waste management initiatives that have been undertaken during the reporting period; <input type="checkbox"/> the delivery of waste management services and measures taken to secure the efficient delivery of waste management services, if applicable; <input type="checkbox"/> the level of compliance with the plan and any applicable waste management standards; <input type="checkbox"/> measures taken to secure compliance with waste management standards; <input type="checkbox"/> waste management monitoring activities; <input type="checkbox"/> measures that have been taken to make any necessary amendments to <input type="checkbox"/> the plan; and <input type="checkbox"/> any other requirements as may be prescribed by the Minister. <p>A copy of the annual performance report must be submitted to the relevant MEC at the same time that the report is submitted to the Mayor.</p>
Passing of Municipal By-Laws	Sections 11.(1), (2) and (3)	<p>A municipality may in terms of a by-law identify substances or mixtures of substances that – when deposited, concentrated or accumulated – it reasonably believes present a threat to health, well-being or the environment in the municipality. A municipality may for each of these substances or mixtures of substances establish local emission standards.</p> <p>Although national government sets standards for substances and mixtures of substances, provincial government may alter the standards only in as far as it establishes stricter standards than the national standards. Similarly, municipalities may only alter the national and provincial standards by establishing stricter standards for the municipality or any part of the municipality.</p> <p>A municipality may phase in the provisions under this Act and may amend the provisions.</p>
Designation of an Air Quality Officer	Section 14.(3)	Each municipal administration must designate an Air Quality Officer to be responsible for co-coordinating matters of air quality management in the municipality.
Preparation of Air Quality Management Plan	Sections 15.(2) and 16.(1)	<p>Each municipality must include an air quality management plan in its IDP.</p> <p>The municipal air quality management plan must seek to give effect to Chapter 3 of the National Environmental Management Act by improving the air quality; identifying and reducing the negative impact on human health and the environment; addressing the effects of emissions from fossil fuels in residential application; addressing the effects of emissions from industrial sources; implementing the country's international obligations; giving effect to best practices in air quality management as well as describing how it plans to give effect to the air quality management plan.</p>
Issuing Atmospheric Emission Licenses	Sections 36.(1), (2), (3) and (4) and 40.(2)	<p>Metropolitan and district municipalities are charged with implementing the atmospheric emission licensing system under which no person may conduct any activity on the national or provincial list without an (provisional) atmospheric emission license. It therefore performs the functions of licensing authority.</p> <p>Metropolitan and district municipalities may delegate this function as licensing authority to a provincial organ of state, or the MEC may appoint a provincial organ of state if it can-not or does not fulfill its obligations.</p> <p>If a municipality applies for an atmospheric emission license, a provincial organ of state must be regarded as the licensing authority for the purpose of that application.</p> <p>If a licensing authority (metropolitan and district municipalities) decides to grant an atmospheric emission license, it must be consistent with: this Act and any other applicable national or provincial legislation and environmental management policies; section 24 of the National Environmental Management Act and section 22 of the Environment Conservation Act; the national</p>

		environmental management principles set out in section 2 of the National Environmental Management Act; any minimum standards for atmospheric emissions of identified substances or mixtures of substances; any applicable pollution prevention plan; the objectives of any applicable air quality management plan; and any ambient air quality or emission standards.
Control of noise	Sections 34 and 35.(1) and (2)	The Minister may prescribe essential national standards for noise control. The Minister or MEC may prescribe measures for the control of offensive odours emanating from specified activities. Municipalities are bound by any prescribed national standards when controlling noise.
Following of consultative processes when passing a By-law	Section 11.(4)	A municipality must follow a consultative process when passing by-laws
Following of consultative process by MEC	Section 56.(1)	The Minister or MEC must follow such consultative process as may be appropriate in the circumstances for exercising any power within this Act.
Process to be followed in relation to the granting of Atmospheric Emission Licenses	Sections 38.(1); 39.(1); 40.(1) and (4); 41.(1) and (2); 44(1) and (5); 45.(1); 46(1); 47(1); 48(1) and 49	The licensing authority (metropolitan and district municipalities) may reasonably require anyone applying for an atmospheric emission license to provide additional information to the application at the applicant's expense; it may conduct its own investigation on the likely effect of the proposed application on air quality; it may invite written comments from any organ of state that has an interest in the matter; and it must furthermore afford the applicant the opportunity to defend the application in the light of any objections. Both the applicant and the licensing authority (metropolitan and district municipalities) must comply with section 24 of the National Environmental Management Act and Section 22 of the Environment Conservation Act with regards to the application for and granting of atmospheric emission licenses. The licensing authority (metropolitan and district municipalities) may grant or refuse an application for a license. The licensing authority (metropolitan and district municipalities) must, when considering an application for an atmospheric emission license, take into account the applicable minimum standards for ambient air and point source emissions; the pollution being or likely to be caused by this activity and the effect it will have on the environment, health, social and economic conditions, cultural heritage and ambient air quality; the best environmental options that could be taken to prevent, control or minimize air pollution or harmful impact; section 24 of the National Environmental Management Act and section 22 of the Environment Conservation Act; any tradable emission schemes; whether the applicant is fit to have a license; the applicant's application; submissions from organs of state, interested persons and the public; and any guidelines issued by the Minister or MEC.
Process to be followed in relation to the granting of Atmospheric Emission Licenses	Sections 38.(1); 39.(1); 40.(1) and (4); 41.(1) and (2); 44(1) and (5); 45.(1); 46(1); 47(1); 48(1) and 49	When a licensing authority (metropolitan and district municipalities) has decided about an application, it must notify the applicant of its decision – with reasons if unsuccessful – within 30 days. It must also notify any persons who objected to the application in writing if requested. When approving a license, the licensing authority (metropolitan and district municipalities) must first issue a provisional license subject to conditions as set out by the MEC, the Minister or the licensing authority to enable the applicant to commission the activity. A licensing authority (metropolitan and district municipality) may grant the transfer of an (provisional) atmospheric emission license to the new owner of the activity, by taking into account all relevant matters as when granting the original license. The licensing authority (metropolitan and district municipalities) must review all (provisional) atmospheric emission licenses at intervals as specified in the license, or when circumstances demand it. The licensing authority (metropolitan and district municipalities) may vary the license in writing to the holder of the (provisional) atmospheric emission license to prevent deterioration of the air quality; to achieve ambient air quality standards; to accommodate changing socio-economic demands where in the public interest; at the request of the license holder; when transferred to another person or when renewed. An air quality officer may, depending on the size and nature of the listed activity, require the license holder of an (provisional) atmospheric emission license to appoint an emissions control officer.

Process to be followed in relation to the granting of Atmospheric Emission Licenses	Sections 38.(1); 39.(1); 40.(1) and (4); 41.(1) and (2); 44(1) and (5); 45.(1); 46(1); 47(1); 48(1) and 49	The licensing authority (metropolitan and district municipalities) must determine whether a person is a fit and proper person to hold an atmospheric emissions license by determining if the person has contravened or failed to comply with this Act, the Atmospheric Pollution Prevention Act or any other air quality legislation; the person has held a license or was a director or manager in a company or firm of which the license has been suspended or revoked; and that the management of the listed activity will be in the hands of a technically competent person.
Reviewing (provisional) Atmospheric Emission Licenses	Sections 45.(2) and (3)	The licensing authority (metropolitan and district municipalities) must inform the license holder and the provincial air quality controller of a proposed review and the reasons therefore. When reviewing an atmospheric emission license, an air quality officer may request the license holder to submit an atmospheric impact report.
Invasive Species Monitoring, Control and Eradication Plan	Sections 76.(2), (3) and (4)	Municipalities must prepare an invasive species monitoring, control and eradication plan for land under their control, as part of their environmental plans in the IDP in accordance with section 11 of the National Environmental Management Act. This plan must include a detailed list of invasive species; a description of the infested land; the extent of the infestation; control and eradication measures; measures to monitor, control and eradicate the invasive species; and measures indicating the progress and success of control and eradication. The Institute may assist municipalities in performing these duties.
Alignment of IDP with the National Biodiversity Framework	Sections 48.(1) and (2)	The national biodiversity framework, a bioregional plan and a biodiversity management plan may not be in conflict with any IDP adopted by any municipality. When a municipality adopts an IDP, the plan must be aligned with the national biodiversity framework and any applicable bioregional plan; it must incorporate provisions of the national biodiversity framework or a bioregional plan that specifically apply to it; and it must demonstrate in the IDP how the national biodiversity framework and any applicable bioregional plan may be implemented by that municipality.
Consideration of Protected or Listed Eco-systems	Section 54	When a municipality adopts an IDP, it must take into account the need for the protection of listed ecosystems.

NATIONAL ENVIRONMENTAL MANAGEMENT: BIODIVERSITY ACT, 200 [ACT 10 OF 2004, SECTION 97] THREATENED OR PROTECTED SPECIES REGULATIONS
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Required and optional products/arrangements/agreements, process and information disclosures
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N/A

NATIONAL ENVIRONMENTAL MANAGEMENT: PROTECTED AREAS, 2003 [ACT 57 OF 2003]
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Required and optional products/arrangements/agreements, process and information disclosures
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N/A

KwaDukuza Municipality regards National Environmental Management Act as one of the very important tools that will assist it in achieving its long term vision, *hence the Municipality consider the following principles when implementing its programmes and projects:*

- 1) Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably.
- 2) Development must be socially, environmentally and economically sustainable.
- 3) *a) Sustainable development requires the consideration of all relevant factors including the following:*
 - i) That the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimized and remedied;*
 - ii) That pollution and degradation of the environment are avoided, or, where they cannot be altogether avoided, are minimized and remedied;*
 - iii) That the disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided, or where it cannot be altogether avoided, is minimized and remedied;*
 - iv) That waste is avoided, or where it cannot be altogether avoided, minimized and re-used or recycled where possible and otherwise disposed of in a responsible manner;*
 - v) That the use and exploitation of non-renewable natural resources is responsible and equitable, and takes into account the consequences of the depletion of the resource;*
 - vi) That the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardized;*
 - vii) That a risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions; and*
 - viii) That negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimized and remedied.*
- b) Environmental management must be integrated, acknowledging that all elements of the environment are linked and interrelated, and it must take into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.*
- c) Environmental justice must be pursued so that adverse environmental impacts shall not be distributed in such a manner as to unfairly discriminate against any person, particularly vulnerable and disadvantaged persons.*

Equitable access to environmental resources, benefits and services to meet basic human needs and ensure human well-being must be pursued and special measures may be taken to ensure access thereto by categories of persons disadvantaged by unfair discrimination. Responsibility for the environmental health and safety consequences of a policy, programme, project, product, process, service or activity exists throughout its life cycle.

The participation of all interested and affected parties in environmental governance must be promoted, and all people must have the opportunity to develop the understanding, skills and capacity necessary for achieving equitable and effective participation, and participation by vulnerable and disadvantaged persons must be ensured. Decisions must take into account the interests, needs and values of all interested and affected parties, and this includes recognizing all forms of knowledge, including traditional and ordinary knowledge.

- d) Community wellbeing and empowerment must be promoted through environmental education, the raising of environmental awareness, the sharing of knowledge and experience and other appropriate means.

4) The social, economic and environmental impacts of activities, including disadvantages and benefits, must be considered, assessed and evaluated, and decisions must be appropriate in the light of such consideration and assessment.

The right of workers to refuse work that is harmful to human health or the environment and to be informed of dangers must be respected and protected.

e) Decisions must be taken in an open and transparent manner, and access to information must be provided in accordance with the law.

f) There must be intergovernmental co-ordination and harmonization of policies, legislation and actions relating to the environment.

g) Actual or potential conflicts of interest between organs of state should be resolved through conflict resolution procedures.

h) Global and international responsibilities relating to the environment must be discharged in the national interest.

i) The environment is held in public trust for the people, the beneficial use of environmental resources must serve the public interest and the environment must be protected as the people's common heritage.

j) The costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimizing further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

k) The vital role of women and youth in environmental management and development must be recognized and their full participation therein must be promoted.

l) Sensitive, vulnerable, highly dynamic or stressed ecosystems, such as coastal shores, estuaries, wetlands, and similar systems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.

6.5. Integrated Environmental Management

6.5.1. Environmental Management Tools:

In order to achieve the NEMA principles outlined in section 4.3, KwaDukuza Municipality uses the adopted environmental management tools as a way of supporting the precautionary principle approach which serves as a guide to prevent the occurrence of environmental degradation within municipal area of jurisdiction. The Precautionary Principle approach has many advantages since it encompasses the belief that the developers together with society should seek to avoid environmental damage by careful planning and stopping potentially harmful activities and promote sustainability of Municipal resources and community members as enshrined in the South African Constitution (Bill of Right).

KwaDukuza Municipality has developed and adopted the Strategic Environmental Assessment in 2008 which seeks to ensure that the unprecedented pressure placed by the development in the municipality does not compromise the state of natural goods within KwaDukuza. The KwaDukuza Municipality Strategic Environmental Assessment is a tool used at a strategic planning phase where other tools such as the Environmental Impact Assessments are employed by KwaDukuza to manage project specific issues. The S.E.A has been instrumental in identifying environmental resources, aspects and pressures within the municipal area thus forming a foundation layer for strategic planning documents of the Municipality such as the Spatial Development Framework and later the Land Use Management System. Other tools used by KwaDukuza Municipality include Environmental Impact Assessment promulgated under the National Environmental Management Act.

6.6. KwaDukuza Municipality's Environmental Sector Plans

6.6.1. Strategic Environmental Assessment

KwaDukuza Municipality identified the need for an SEA in order to assess the environmental implications of the KwaDukuza IDP, to determine the ability of the environment to sustain the development currently taking place in the Municipality and to identify the environmental opportunities and constraints within the Municipality.

6.6.2. Coastal Management Programme (CMP), CMP: Coastal development planning tool

As prescribed in the Integrated Coastal Management Act, No 24 of 2008 (ICM Act) KwaDukuza Municipality became the first municipality in the country to comply with the requirements which were; the development of a Coastal Management Programme (CMP). The programme as a policy document has been adopted by council.

The second phase of the CPM was the development of the Coastal Development Management Tool. This tool will act as a guide for the Municipality and for stakeholders to determine and implement certain coastal planning with specific zoning, associated land use, setback lines and development controls. This is awaiting adoption by KwaDukuza and the final leg of public/stakeholder engagements to have the document finally complete

6.6.3. KwaDukuza Biodiversity and Open Space Management Plan

The plan is an element of the Municipalities IDP and located at a level between the Spatial Development Framework and Land Use management Systems (LUMS). The aim of the project is to develop a plan that will assist KwaDukuza municipality in identifying and managing areas important for biodiversity conservation and provision of ecosystem services. The development of a biodiversity and open space management plan is to be informed primarily by the identification of important biodiversity areas, support areas that are important for the persistence of biodiversity and areas important to the municipality from the perspective of ecosystem service delivery. The biodiversity plan is at its inception stage.

6.6.4. KwaDukuza Climate Change Strategy

In line with the recent Climate Change COP17 conference held in Durban in 2011, KwaDukuza Municipality undertook to make its commitment in fighting the impacts of climate change bearing in mind that as a growing municipality under immense development pressure; KwaDukuza must aim at creating a climate-resilient and low-carbon economy and society by building resilience to the effects of climate change through the reduction of greenhouse gases.

One way of achieving this is by reviewing the Municipalities disaster risk management through Disaster Risk Reduction operations which intern determines resilience to disasters as well as the efficiency of the response.

This can be achieved through a risk assessment looking broadly at the following themes:

- **Physical vulnerabilities:**

The infrastructure and the environment that is at risk must be clearly assessed and mapped e.g. hospitals, reservoirs etc.

- **Social vulnerabilities:**

Women, children, old and disabled people are most vulnerable during disasters; the vulnerabilities of these groups must be clearly outlined and understood.

- **Future vulnerabilities:**

Through research, the province must be in a position to predict future vulnerabilities in order to put effective preparedness measures in place.

The Climate Response Strategy has been planned in line with the National framework looking at both “Mitigation and Adaptation” scenarios but specifically with dealing with the above “vulnerabilities within KwaDukuza and within the Region

6.6.5. KwaDukuza Municipality Draft Environmental Policy

The Environmental Policy, is a statement of intent towards KwaDukuza Municipality’s objectives regarding its environment, it form the basis for sectoral policies, strategies and programmes to ensure that the principles of sustainability are adhered to and a community-ecosystems-based-adaption (CEBA) approach be followed. The application of sustainability principles and the CEBA approach aimed at creating and maintaining the social, economic and environmental conditions under which humans and nature can co-exist for the benefit of present and future generations. The same principles that underline CEBA are adopted from the Sustainable Livelihood Framework (SDF) which is another tool used by KwaDukuza Municipality to understand the relationship between the people and their environment.

6.7. Environmental Strategies and Project Matrix

6.7.1. Strategy: Protection of Environmental and Cultural Resources

- a) Enrichment of Biodiversity attributes ⇒ Protection and expansion of all existing sensitive ecosystems.
- b) Promotion of ecological linkages ⇒ Creation of linkages with adjacent municipalities in order to create an overarching series of corridors and linkages of indigenous (open space areas) vegetation that will promote movement of species and potentially increase habitat for various species, allowing free movement.
- c) The protection of Cultural Resources and Character ⇒ Ensure that visual impact is assessed when considering development that could negatively affect the visual amenity of sensitive area or sensitive uses.

⇒ Avoid or mitigate the visual impact of development that will result in erosion of natural landscapes particularly those associated with coastal and estuary landscapes • Anticipating and preventing negative impacts on the environment and on people's environmental rights.

⇒ The disturbance of landscapes and sites that constitute the nation's cultural heritage is avoided (cultural in as much as these are the landscape areas that are the landscapes most likely to be enjoyed by the widest cross section of the public).

d) Promotion of cooperative governance and open channels of communication between all relevant stakeholders involved in conservation. ⇒ Involve NGO's, SANBI, EZemvelo KZN Wildlife, AMAFA, consultants involved in EIA processes and a representative of the Municipality.

e) Formation of an environmental planning branch within the Municipalities structure ⇒ To ensure that all planning applications are assessed appropriately and follows the correct procedure.

Table 01: Showing the Identified Projects

PROGRAMMES	OBJECTIVES	ACTION
Municipal Environmental Policy & Environmental Management System (EMS)	To develop new policies, institutions and procedures. To set the basis for ongoing monitoring, review and improvement of environmental performance in line with predetermined sustainable development goals.	
Education & Awareness Program	Training of Councilors, Municipal Department's Leaders, service providers, etc. to ensure that sustainability is incorporated within the District at all levels and across functions.	Yearly programme and is on going
Information Gaps & State of Environment Reporting	Ensure access to timely and reliable information on the environment to improve the Municipality's ability to deal with environmental challenges GIS database	
Enhancement of Biodiversity	Develop a Biodiversity Plan and management strategy to inform development proposals Action: Biodiversity Plan in progress	
Water Resource Management	To bring about consciousness to the community about the importance of saving water.	Flood line Study • Removal of alien invasive vegetation from riparian areas • Identification of major factors causing pollution of water resources in the Municipality • Remediation of water pollution issues at source
Protection of Wetland Areas		Quantification of wetland degradation / loss in the KwaDukuza Municipality • Engagement with the sugar cane growing sector to prevent and reverse wetland degradation • Education of sugar cane farmers of the need for wetland conservation • Removal of (sugar cane) planted areas from within wetlands and the establishment of wetland buffer zones which are not cultivated.. • Rehabilitation of wetlands through the Working for Wetlands Programme

Coastal Management Plan	<p>Prevention of ribbon development along the coastal zone, and resultant removal of valuable coastal forests and ecological corridors</p> <ul style="list-style-type: none"> • Zonation of coastal areas to limit certain types of development (e.g. high density residential) and promote other types of development (e.g. light footprint ecotourism development) 	
Tourism & Cultural Sustainability Development Plan	<p>Compile a regional Heritage Resource Management Plan. Since no part of the study area has been searched systematically and all heritage resources are known from chance identification or through construction activities, it is likely that the number of known sites would increase tenfold if the entire area were surveyed systematically.</p> <ul style="list-style-type: none"> • Environmental sustainability plan • Identify heritage resources, determine significance, formulate management requirements, implement plan 	

Table 02: Sustainability Framework - KwaDukuza Strategic Environmental Assessment

Natural System	Key Resources Description	Objectives for Sustainability	Strategy for Sustainability	Responsibility/Legislation
Climate /Air Quality	<ul style="list-style-type: none"> Has a favorable climate conditions Bio-climatic profile is sustainable for certain types of agricultural production such as sugar cane and timber 	<ul style="list-style-type: none"> Need to avoid environmental degradation and pollution Air quality to conform to standards 	Use the Air Quality Act 39 of 2004	<p>The District Municipality</p> <p>DEAT & Industry</p> <p>Use the Atmospheric Pollution Act</p> <p>Environment Conservation Act, Road Traffic Act and the Occupational Health and Safety Act are the current Central government sets of legislation governing air quality.</p> <p>The Atmospheric Pollution Prevention Act has been repealed with the Air Quality Act, but this has not been enacted by the Minister. The Atmospheric Pollution Act provides the ambient air quality standards and also the guidelines for the schedule process.</p>
			% of licensed industries which did not comply with the license conditions are being considered.	
			% of these industries for which there was an enforcement response	
Topography & Geology	<ul style="list-style-type: none"> Has a good agricultural soil The varied topography increases the aesthetic appeal of the area and provides opportunities for a well planned Lo of illegal sand mining. Need to look into effective ways of its prevention since it has a high potential of disturbing the natural environment. Permits need to be monitored regularly 	<ul style="list-style-type: none"> Need to safeguard soil quality and quantity and reduce contamination 	<ul style="list-style-type: none"> Land cover typologies Agricultural classification Area of contaminated land 	<p>The District Municipality, KwaDukuza Local Municipality</p> <p>DWAF, DAEARD, Farmers and Sand Miners</p> <p>Conservation of Agricultural resources Act</p> <p>Guidelines for Agricultural production Mineral & Petroleum resources development Act of 2002 (Act 28 of 2002)</p> <p>Mining guidelines</p> <p>Use Provincial Conservation plan as</p>

				guide.
Hydrology - Rivers and Dams - Wetlands - Estuaries	<ul style="list-style-type: none"> • All of the drainage system & wetlands of KwaDukuza are considered to have important ecological value due to their inherent high levels of biodiversity and species composition which differs from surrounding upland habitats. • Water underpins local development by ensuring perennial flow of water for uses such as abstraction for public water supply and irrigation. • They provide natural products in the case of wetlands, and also provide natural areas which can be utilized for recreational activities and tourism as well as biodiversity persistence. • There are different types of wetlands hydro-geomorphic wetland located within the municipality (valley bottom, floodplain and hill slope seepage), each of which plays a slightly different but crucial ecological function. • Minimize the loss of wetlands • Minimize level of water pollution • Reduction in stream flow • Remove the invasive vegetation 	<ul style="list-style-type: none"> • No new development or any change in land use must occur within the boundaries, or within a reasonable buffer zone of a water resource, including wetlands and drainage lines • Water quality standards set by DWAF must be conformed to. • A water resources strategy which prevents over abstraction must be implemented • Quantification of wetland areas loss within KLM • All existing cultivation within wetlands must be phased out and a suitable buffer zone established. • The principles of the sustainable sugar initiative should be followed and promoted with the sugar cane industries. • Protection and preservation of wetlands (include rehabilitation and restoration) • Conduct a study to quantify water that the municipality have in line with planned 	<ul style="list-style-type: none"> • Compliance with water quality guidelines and discharge conditions and associated enforcement • Compliance with abstraction license conditions and associated enforcement • % of wetland area lost • area of wetland/riparian habitat being rehabilitated 	<p>The department of Water Affairs and Forestry is broadly responsible.</p> <p>The relevant legislation is the National Water Act/ The Act provides for the protection and sustainable use of all Water Resources, and seeks to Prevent water pollution.</p> <p>Development should in no way disturb damage or alter the characteristics of water resources. In the case of river this includes the riparian zones associated with them.</p> <p>‘Protection’ in relation to a water resource entails: Maintenance of the quality of water resources to the extent that the water use may be used in a sustainable way;</p> <ul style="list-style-type: none"> • Prevention of degradation of the water resources • The rehabilitation of the water resource <p>In addition the Conservation of Agricultural resources Act applies to certain aspects of erosion control and water resource protection in the context of the agricultural sector.</p>

	in our riparian areas	development scale		
Coastal & Marine	<ul style="list-style-type: none"> The KwaDukuza coastline comprises of sandy beaches interspersed with rocky headlands. The beaches are considered to be the primary tourist attraction for the region. Coastal corridor where natural coastal forest and grasslands occur, in particular around areas, for example, Zinkwazi and Blythedale 	<ul style="list-style-type: none"> Implement the Coastal Management Plan effectively Protect and monitor the urban sprawl, ribbon development within coastal zone Promote and maintain a largely natural outlook Promote the preservation of primary sand dune protection 	<p>% of beaches with blue flag status</p> <p>% of conservation to development no. dwellings within the Admiralty Reserve location, density and scale of development.</p>	<p>ILembe District Municipality, KwaDukuza Local Municipality, DWAF, DAEA</p> <p>National Environment Management Act, Act No.107 of 1998</p> <p>KwaZulu Natal Nature Conservation Management Amendment Act, Act No. 5 of 1999</p>
Biodiversity & Protected Areas	<ul style="list-style-type: none"> The Ngoye Forest Mosaic, UMvoti Estuary, Zinkwazi Estuary and the coastal forest corridor are considered to be the areas of conservation significance Natural resources within the Municipality are separated by large tracts of transformed land 	<ul style="list-style-type: none"> Addition of protected areas Ngoye Forest and appropriate rehabilitation. Education of local communities around the value of these unique environments Promote the development of nurseries for the propagation of muthi plants to prevent removal from natural environment Grow more indigenous trees within the Municipality 	<p>Area (hectares) and % of municipal area under 'local protected area' status</p> <p>% of land of 'conservation with a current/adopted management plan and authorized budget</p> <p>Area (hectares) of sensitive vulnerable, highly dynamic and stressed ecosystems in the municipal area by ecosystem type) P*</p> <p>% of each of the above which is degraded or transformed on an annual basis P*</p>	<p>ILembe District Municipality, KwaDukuza Local Municipality, DWAF, SANBI, EKZN Wildlife. Protected Areas Act, Act No. 57 of 2003</p> <p>KwaZulu Natal Nature Conservation Management Amendment Act, Act No. 5 of 1999</p> <p>National Environment Management Act, Act No.107 of 1998</p> <p>National Water Act, Act no.36 of 1998,</p> <p>Conservation of Agricultural resources Act, Act no.43 of 1983</p> <p>National Environment Management, biodiversity Act, Act no. 10 of 2004</p>

Vegetation/Fauna	<ul style="list-style-type: none"> • Ngoye Forest Fragments should be protected and a suitable buffer area created around these areas. • There are limited examples of coastal grassland within the Municipality and along the entire North coast that are home to some rare and endemic species and therefore are a priority for conservation. • Alien vegetation threaten the natural vegetation 	<ul style="list-style-type: none"> • Review and develop a formal strategy towards development proposal 	Area (hectares) of municipal land currently planted with indigenous and endemic species	KwaDukuza Local Municipality and the relevant authorities, such as DAEA and DWAF,
		<ul style="list-style-type: none"> • Initiate a master plan for then control of alien vegetation 	Area (hectares) of municipal land currently invaded by alien species	KwaDukuza Local Municipality and the relevant authorities, such as DAEA and DWAF,
		<ul style="list-style-type: none"> • Education of local communities as to the potential threats posed by alien vegetation in terms of erosion, loss of grazing lands, water usage, etc. 	% of municipal land currently invaded by alien species	KwaDukuza Local Municipality and the relevant authorities, such as DAEA and DWAF, Conservation of Agricultural Resources Act, Act No. 43 of 1983
			Area of IAS cleared from municipal land (this reporting year)	KwaDukuza Local Municipality

Table 03: Showing the KwaDukuza Municipality's Budgeted Environmental Management Projects

Environmental Management Projects										
IDP NO.	WARD No.	STRATEGIC OBJECTIVE	PROJECT	BUDGET	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
EDP/01/2012	All	Enhance environmental protection along the coastal areas	Coastal management plan (CMP) implementation phase	R 150 000	Properly implement the plan	R 50 000	R 50 000	R 50 000		
EDP/02/2012	All	To enhance KwaDukuza Municipality's Biodiversity and wetland delineation	Biodiversity and wetland delineation plan	R 400 000	Development biodiversity plan	R 200 000	R 200 000			
EDP/03/2012	All	To develop the Climate Change response programme for the Municipality	Climate Change Response Programme	R 350 000	Develop a policy to respond directly to climate change challenges	R 150 000	R 100 000	R 100 000		
MS/01/2012	PD1	Developing Open Spaces	Develop 4 play parks and 2 gardens in KwaDukuza,		Develop 4 play parks in first half of	500 000	500 000	500 000	500 000	1 000 000

			within KDM Housing Developments		the year and the 2 gardens in the second half.	CAPEX				
MS/02/2012	PD2	Creating an aesthetically pleasing environment	Greening KwaDukuza: Planting of 1 indigenous and 1 fruit tree at low income housing developments		2 wards. 1 in first quarter and 1 in 3 rd quarter	300 000	300 000	300 000	300 000	300000
MS/03/2012	GC1	Extension of grass cutting services to new areas to Create an aesthetically pleasing environment	Grass cutting		Address 60% of extension of grass cutting services by January 2012	6000 000	600 000	600 000	600 000	600 000
MS/04/2012	PD	Compliance	Clearing of invasive alien vegetation	Clearing	No of wards completed in each Financial year	650 000	650 000	650 000	650 000	650 000
MS/10/2012		Nature Conservation: Ensure the safety of the fauna and flora at these precious ecosystems	Fencing of swamp forests		Complete fencing at water berry, tick berry forests.	R 250 000 CAPEX	R250 000	R250 000	R250 000	R250 000

6.8. Environmental Management: Responsible internal Department

The biggest challenge with Local Authorities when governing environmental resources and in dealing with them is that not all powers or jurisdiction lies directly with the local authority. It is therefore imperative that good relations are forged to ensure cooperative governance at all three level of Government and that each sphere is able to work holistically. The environmental Control Department of KwaDukuza Municipality although still a very small component within the Economic Development Planning unit; it still never the less acts as the binding film between all internal departments through its coordinated approach in carrying out Environmental Education. It provides support with environmental education and training programmes to internal departments within KwaDukuza as well as external National, Provincial departments, parastatals, Non-Government Organizations as well as with general community up-liftment projects in line with “Sustainable Living Framework”.

The KwaDukuza Municipal Environmental Control Section work closely and coordinates projects for:

- **KwaDukuza Parks and Gardens Section:** The Environmental Control Section through the Parks and Gardens Section coordinated a greening programme of 2000 tree per quarter starting in July 2011- June 2012. It aimed at greening 8 000 houses each year within the earmarked council housing projects. Alien eradication programmes and workshops
- **Waste Management Section :** Coordinate clean up campaigns , education and awareness talks and offer advisory services and recycling programmes
- **Civil Department :** Coordinate river clean ups and resource management (Mavivane river and uMvoti River)

External Stakeholder Support

- Ilembe District Municipality
- Department of Water Affairs
- Department of Environmental Affairs and Rural Development
- UMngeni Water
- Department of Forestry and Fisheries
- SembCorp Siza Water
- ILembe Chamber of Commerce
- Department of Education

Ilembe SembCorp Siza water the department of Environmental control provides support and participates in their clean up campaigns and initiatives. Together with the department of agriculture environmental affairs the focus is on ECO schools and awareness on celebrating environmental calendar days, agricultural projects are also supported through their agricultural department iSiphosethu Agricultural projects and poultry projects. ILembe Chamber of commerce is supported in their Treepreneur projects. Information dissemination and training is covered in workshops.

6.9. KwaDukuza Municipality Environmental Engagements

- **iLembe Coastal Working Group** is a forum championed by the iLembe District Municipality to discuss issues around coastal management. The two coastal Municipalities KwaDukuza Municipality and Mandeni Municipality are part of this forum as well as relevant stakeholders and interested bodies. The forum performs its duties informed by the ICMA and meets at the quarterly period.
- **iLembe Planning Forum:** KwaDukuza Municipality has developed numerous tools in the form of sector plans that are useful in assisting development planning decisions where both the District and the Local municipality are involved. For instance, KwaDukuza Municipalities current study of it Biodiversity Open Space Plan will assist the district municipality as it embarks on it District wide study of to establish the Environmental Management Framework (EMF). This is one example KwaDukuza Municipality engages with the District to ensure Integrated Development Planning takes place
- **KwaDukuza Spatial Development Framework:** Data and maps developed as part of the Strategic Environmental Assessment as well as the Coastal Management Programme form the foundation layer informing the KwaDukuza Spatial Development Framework which is currently being finalised. By understanding the strengths and challenges offered by the natural environment it is much more easier for development to be guided in a manner that will be equitable but more importantly ensuring “sustainable development” in planning
- **Stanger Environmental Working Group** is a quarterly meeting addressing pollution issues impacting on UMvoti River and its tributaries, it comprises of various stakeholders which include government, parastatals, NGOs, conservancies, industry who reside within KwaDukuza along UMvoti River. Kwadukuza Municipality understands that environmental governance is a multidisciplinary and may even fall outside of its powers of jurisdiction and therefore requires joint partnerships in order to tackle issues holistically while ensuring resources are spread evenly by minimizing duplication

6.10. Waste Management in KwaDukuza

KwaDukuza Municipality has completed the development of its Integrated Waste Management Plan and waste related legislative development and reform process. This is in line with Section 11 of Waste Act 59 Of 2008, the Integrated Pollution and Waste Management Policy and the National Waste Management Strategy. This Waste Management Plan sets out a number of objectives which needs to be achieved by the KwaDukuza Municipality. These include: waste management collection services; recycling; provision of quality, affordable and sustainable waste management collection services; environmentally sound management of special waste streams such as hazardous waste, construction waste etc.; waste treatment and disposal capacity; education and awareness; and effective waste information management systems.

The KwaDukuza Municipality’s Integrated Waste Management Plan takes into account the relevant national and provincial government policies, legislation and strategies. The foundation of the KwaDukuza Waste Management Plan is based on the principles of Integrated Waste Management and Waste Hierarchy Approach. KwaDukuza Municipality subscribes to the Waste Management Hierarchy of the National Waste Management Strategy as a method of minimizing the environmental impacts due to waste that end up in the landfill sites. The Integrated Waste Management Plan aligns the

waste management services that are provided in the Municipality with the National Waste Management Services and will contribute to the implementation of the national and provincial strategies to minimize waste at local level.

KwaDukuza Municipality Integrated Waste Management Plan conceptualizes the first attempt at setting out the strategy for future waste management and planning for the Municipality. It encourages a major shift away from traditional waste management principles into more integrated waste management principles. Sustainable Waste Management is the key driver of this plan with the emphasis on waste avoidance, waste reduction, re-use, recycling, treatment and safe disposal. Therefore, the municipality recognizes that it has a responsibility to abide by the statutes, policies and guidelines that are introduced by the National and Provincial Departments.

In strengthening environmental sustainability through Sustainable Waste Management, the Municipality is currently in the process of developing a greening policy for the municipality which is currently on a draft stage based on the sustainable development principles.

6.11. Strategies and Priorities for Integrated Waste Management

The Municipality's Integrated Waste Management Plan sets the objectives and targets that will have to be achieved within a specific time frame. The main objective of the Waste Management Plan is to ensure that waste is managed in an environmentally sound and integrated manner so as to prevent harm to the health of the people and the environment. The Municipality has identified three core strategies that will assist in achieving integrated waste management:

1. Waste Avoidance and Minimization Strategy
2. Reduction and Resources Recovery Strategy
3. Management of Residual Waste Strategy

6.11.1. Waste Avoidance and Minimization Strategy

The waste avoidance and minimization strategy is aiming at the avoidance of waste through the adoption of eco-efficiency and waste avoidance measures. It is the most cost effective method of waste management intervention and it is best implemented at point source. The most important thing about waste avoidance is that it conserves natural resources, reduces the amount of waste requiring disposal to landfills, thereby increasing the airspace.

6.11.2. Waste Reduction and Resource Recovery Strategy

The resource recovery strategy is aiming at reducing the volume of waste to be disposed while maximizing the economic value of resources during its life cycle through re-use, recycling and reprocessing, and energy recovery in preference to disposal. The need to pursue resource recovery is driven by a combination of additional economic and environmental factors such as:

- The need to conserve finite resources The need to reduce energy consumption
- The need to reduce reliance to the landfill

- The reality of increasing waste disposal costs.

KwaDukuza Municipality Waste Management Strategic Goals and Action Plans			
Strategic Goal	Activities	Target Date	Responsible Authority
Legislative and Regulatory	Comply with the provisions of the Waste Act 59 of 2008	2014	KwaDukuza Municipality
	Appoint the Waste Management Officer	2014	KwaDukuza Municipality
	Develop and Implement Waste Information System strategy	2014	KwaDukuza Municipality
	Develop and Implement Waste management Standards	2014	KwaDukuza Municipality
	Review and implement the integrated Waste Management Plan	Annually	KwaDukuza Municipality
	Conduct and Implement the S78 Study on waste Management	2015	KDM/National Treasury
	Conduct and Implement Contract management model in line with the requirements of MFMA	2013	KwaDukuza Municipality
Integrated Waste Management Budgeting	Determine and implement Capital expenditure and Operational Budget	2014	KwaDukuza Municipality
	Determine Revenue base (updated and audited customer base)	2014	KwaDukuza Municipality
	Develop and implement full cost accounting opportunity costs (economic, social & environmental) human health impacts.	2014	KwaDukuza Municipality
Economic Instruments	Set tariffs that consummate with the consumption of services for cleaning, waste collection (general, business, industrial waste)	2014	KwaDukuza Municipality
	Facilitate the development of the waste recycling markets in the municipal areas	2014	KwaDukuza Municipality
	Development of tariff rebate system for waste minimization clubs	2013	KwaDukuza Municipality
Waste Collection	Develop an operational Integrated Waste Management Strategy	2014	KwaDukuza Municipality
	Implement the operational Integrated Waste Management Strategy	2014	KwaDukuza Municipality
	Optimize the collection rounds	2014	KwaDukuza Municipality
	Roll out the services to the areas currently not being serviced	2014	KwaDukuza Municipality
	Develop and implement monitoring system for waste collection	2014	KwaDukuza Municipality

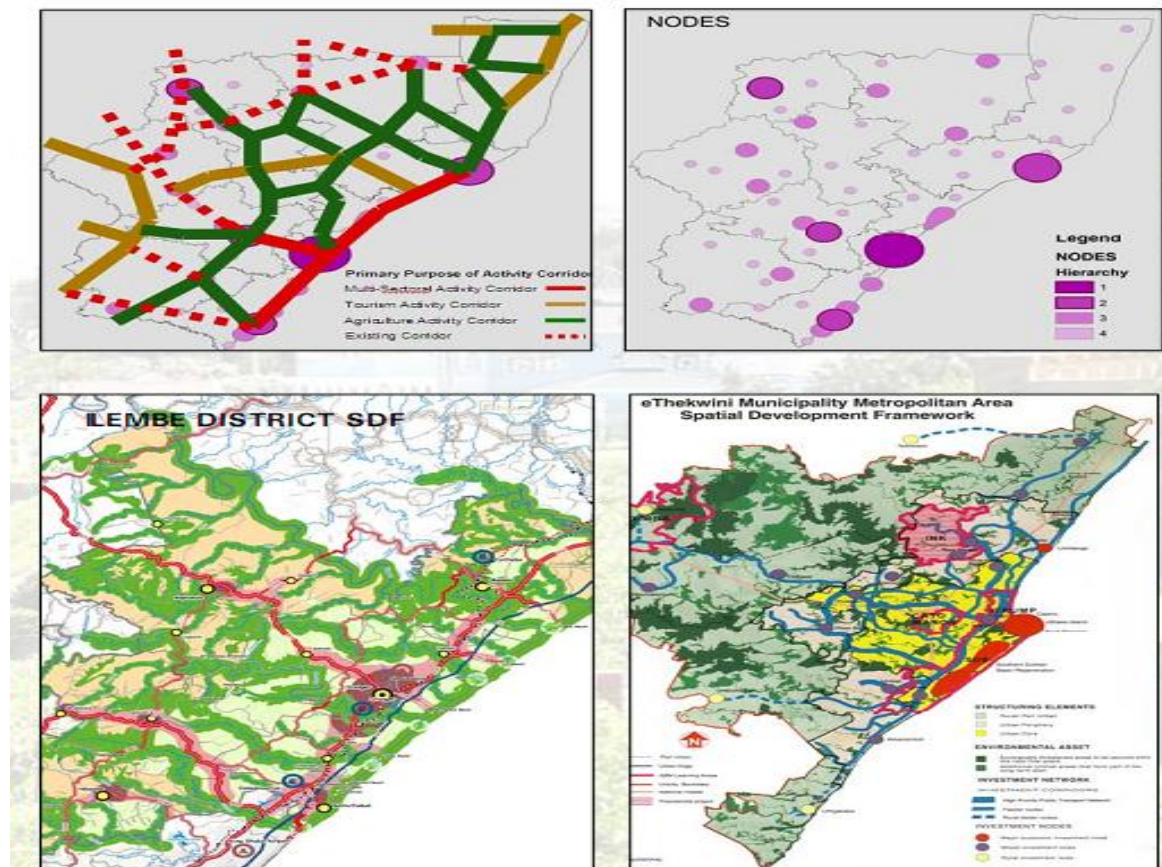
Street Cleaning	Develop an operational Integrated Waste Management Strategy	2014	KwaDukuza Municipality
	Optimize the cleaning rounds	2014	KwaDukuza Municipality
	Roll out the services to the areas currently not being serviced	2014	KwaDukuza Municipality
	Develop and implement monitoring system for street cleaning	2014	KwaDukuza Municipality
Waste minimization	Develop and implement waste minimization strategy	2014	KwaDukuza Municipality
	Develop waste drop off facilities in strategic areas in the municipality	2016	KwaDukuza Municipality
	Provide waste separation infrastructure for waste separation in all drop off facilities for storage and transport of the waste	2014	KwaDukuza Municipality
Waste disposal	Implement the Closure and Rehabilitation Plan of Shakaville Disposal Site	2014	KwaDukuza Municipality
	Develop& implement the monitoring system for the New Guilderland Waste disposal facility	2014	KwaDukuza Municipality
Integrated Waste Management Education and awareness	Development of education and awareness programmes	2014	KwaDukuza Municipality
	Roll out the education awareness programme	2014	KwaDukuza Municipality
	Recruit and appoint personnel in key positions: Contract management supervisory	2014	KwaDukuza Municipality
	Development of Human Resource development plan through Work Skills Plan	2014	KwaDukuza Municipality
	Develop or procure leadership and management programmes	2014	KwaDukuza Municipality
Hazardous and Special waste Management	Identify sources of hazardous and special waste	2014	KwaDukuza Municipality
	Register new and existing hazardous and special waste	2014	KwaDukuza Municipality
	Monitor disposal and contamination in landfill site receiving hazardous special waste	2014	KwaDukuza Municipality

6.11.3. Management of Residual Waste Strategy

Irrespective of how efficient the municipal can be, there will always be a portion of waste stream that cannot be practically or economically avoided or recovered. This will result in residual waste that ends up in the landfill site. Residual waste has to be managed in an environmental sound manner. Information management systems, sustainable collection services, capacity, education and awareness programmes, robust treatment and disposal systems have to be in place to handle residual waste in a responsible manner with the objective of protecting human health and the environment

Chapter 7

Spatial Consideration



7.1. KwaDukuza Spatial Development Framework Vision

The spatial development framework will contribute to the balanced physical development of the municipality by establishing a spatial development structure, guiding the management of future development, accommodating development pressures and additional investment, maintaining and further developing the economic potential of the municipality while protecting and integrating the natural environment of the area.

7.2. Legislative Framework

Section 26 of the Municipal Systems Act (no 32 of 2000) state one of the key components of the IDP is a “Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality”. The KwaDukuza Spatial Development Framework, which was adopted by Council in June 2009, is currently on the final stages of its first review and is going to be adopted this year.

7.3. Objectives of the KwaDukuza spatial development framework

The following are the objectives for the KwaDukuza SDF and LUMS:

- To provide strategic guidance for the future, physical/spatial development of KwaDukuza Municipal area
- Ensuring that the envisaged physical/spatial development reflects the social, economic, environmental development issues identified in the IDP, i.e. while the SDF and LUMS provides primarily guidance for the existing and future physical / spatial development of the municipality, such development can only be considered appropriate if it adequately addresses the social, economic, environmental, institutional issues identified in the IDP.
- To create a management tool for the future development, i.e. providing a municipal-wide comprehensive town planning scheme which reflects the various existing development conditions and which provides development management for the first steps of realizing the SDF.
- To establish a development structure, i.e. identifying basic structuring elements which provide development guidance, certainty, growth opportunities and flexibility,
- To facilitate integration, i.e. ensuring appropriate vertical and horizontal linkage of policies, intentions and development,
- To create generative systems, i.e. encouraging the establishment of development which generates additional activities, variety and growth,
- To promote incrementalism, i.e. acknowledging development as a continuous process and facilitating an ongoing development process,
- To create a sense of place, i.e. building on the specific opportunities of each location and encouraging the creation of unique environments,
- To cluster development and establish a centre strategy, i.e. discouraging development sprawl, encouraging the clustering of compatible development and establishing a hierarchy of service nodes,
- To identify access routes as investment lines, i.e. utilizing levels of accessibility as guidance for the location of development components,
- To recognize natural resources as primary assets, i.e. positively integrating natural elements in the creation of a human and sustainable environment,

7.4. Alignment with the National Spatial Development Perspective

KwaDukuza SDF is in line with the National Spatial Development Perspective. The vision of the NSDP states that “South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives:

- By focus economic growth and empowerment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitive
- Fostering development on the basis of local potential
- Ensuring that development institutions are able to provide basic services across the country

7.5. Alignment with Provincial Growth and Development Strategy

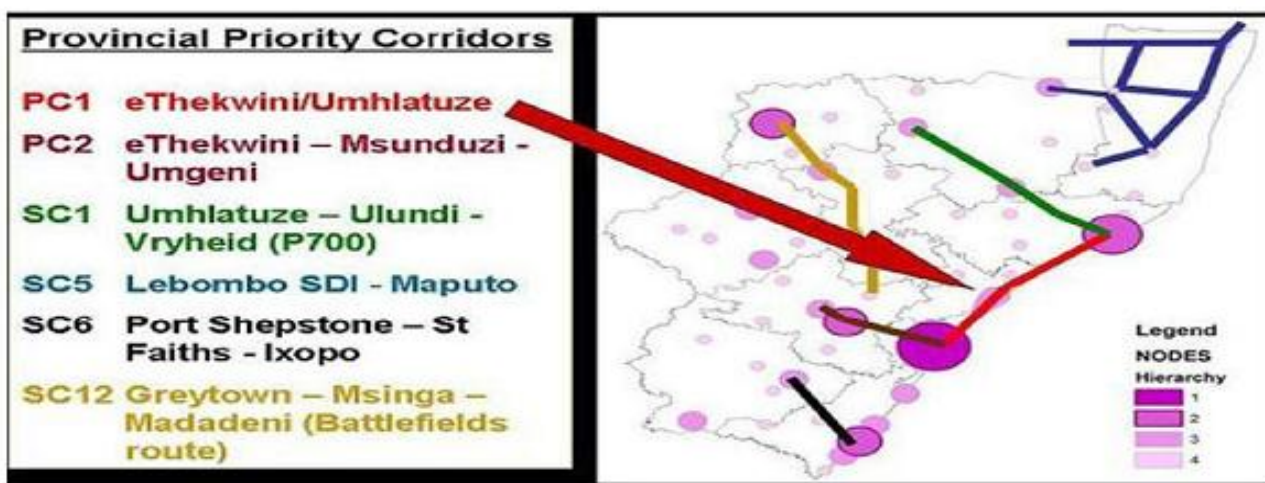
The KwaZulu-Natal Provincial Growth Development Strategy is a framework that indicates areas where economic opportunities exist; it also outlines the development priorities of the province. Some of the main objectives of the PGDS are to:

- Serve as the overarching framework for development in the province
- Guide the provincial government as well as other spheres, sectors and role players from civil society which can contribute to development in the province.
- Set a long term vision and direction for development in the province.
- Guide the district and metro areas’ development agenda.

The eThekweni-uMhlathuze corridor, which is the Primary corridor in terms of the PSEDS, traverses the KwaDukuza Municipality. The NSDP outlines various categories of potential; the primary corridor of KZN consists of the following categories of potential:

- Production of high value, differentiated goods
- Production of labour intensive, mass produced goods
- Innovation and experimentation
- Retail and private sector services
- Tourism

KwaDukuza represents the development engine of the iLembe District and forms an important link between eThekweni and Richards Bay.



The potential for development in KwaDukuza Municipality can be described as follows:

- *Located along the coast and coastal development corridor between the eThekweni Municipality, its harbor and new airport, and the Richards Bay Harbours,*
- *Major coastal development opportunities but also requirements for appropriate conservation; new national environmental legislation requires a much more sensitive approach to coastal development;*
- *Potential increased development pressures and opportunities emanating from the south already visible in terms of pressure for additional coastal accommodation and various forms of economic development;*
- *Potential for skewed development favoring the south,*
- *Adjacent municipalities to west and north of rural character (Maphumulo and Ndwedwe Municipalities) with the potential to provide additional agricultural and tourism activities;*
- *PSEDS suggests concentration on opportunities relating to beach coastal tourism, improved inland linkage, agriculture and agri-processing;*
- *Providing some regional and district east-west linkages.*

The development potential of the KwaDukuza Municipality is significant both in terms of economic development, social issues, accommodation potential as well as appropriately addressing environmental issues. In overall terms the following issues are of importance:

- Development impetus emanating from the location of KwaDukuza along the provincial development corridor abutting the eThekweni Municipality in the south, and the new airport which is in the proximity of KwaDukuza generates significant economic development particularly in the southern part of the area, such development still requires however some guidance in terms of contents and extent,
- The R102 development corridor links all inland towns and developments to each other, providing opportunities for the development of economic and social nodal development. The location of the North

Coast Rail in the vicinity of the R102 provides additional development opportunities in particular if the existing infrastructure is appropriately upgraded,

- The present significance of the agricultural sector in the economic development of KwaDukuza is well documented, it has been suggested that there exist major opportunities for diversification, beneficiation and better integrating local and surrounding communities in the benefits of agricultural development. It is also widely agreed that the natural and cultural assets of KwaDukuza, linked to present and future improved accessibility, can and needs to be developed further.

7.6. KwaDukuza Infrastructure and Services

KwaDukuza accommodates a basic transportation network consisting of the N2, the R102, the R74, the R614 and a series of local access roads, in particular in the coastal and central zone linkages in the west and to the western municipalities are more limited. The North Coast Rail extends through the length of the municipality always in proximity of the R102 providing an important complementary service.

Besides some private airfields, there is no existing infrastructure. The ILembe SDF suggests inter alia that KwaDukuza as the local and district node should consider the establishment of an appropriate airfield at KwaDukuza Town. The King Shaka Airport just south of KwaDukuza has had a significant impact on the development of the municipality.

The present provision of services such as water and electricity supply, sanitation etc appears mostly adequate in the central and eastern parts of the municipality, this, will however provide constraints for the development in the near future. In overall terms the development implications of the local status quo analysis suggests that:

- As in most municipalities there exists a great need for additional appropriate accommodation and economic development, future residential development needs to be more structured and on the other hand relate to the creation of employment opportunities while on the other hand ensuring the maintenance of a functional and attractive natural environment
- The coastal and riverine environments require a greater level of sensitive approach and protection, both for the retention of a good human environment, a functional agricultural sector as well as an increased tourism and recreation development.
- While the present agricultural development is at present the most significant contributor to the economic development of the municipality, pressures for other development are likely to reduce its significance in the future. Pressure on land at present used for agricultural activities, mostly in the form of sugar cane farming, may therefore require in future a more efficient land utilization as well as a greater diversification.
- A significant number of land claims in a central band of the municipality may have a delaying implication on development in this region.

- In overall terms, KwaDukuza has great development opportunities through its location and contents, in particular if it is possible to manage development pressures and balance development better throughout the area and if the municipality develops an appropriate capacity level for the management and promotion of appropriate development.

7.7. Development Implications for KwaDukuza

- *King Shaka Airport and Dube Tradeport*

Although located outside of the municipality, the close proximity of the King Shaka Airport and related trade port has provided significant development opportunities for KwaDukuza.

- *The strategic objectives for KwaDukuza include among other things:*
 - Tapping into the growing tourism industry, driving tourism growth through access to international flights and accommodating increasing passenger demand
 - Tapping into the increasing growth and sophistication of the Global Logistics market, creating air freight logistical efficiencies and stimulating growth in competitiveness in global supply chains.
 - Supporting high value manufacturing, value added logistics and export perishables production with ICT support and co-ordinated government services in one place.
 - Attracting a wide range of investors, operators, users and tenants, with world class facilities.
 - Socio-economic benefits for KwaDukuza include growing employment, increasing empowerment, alleviating poverty and providing broad access to infrastructure.
 - The southern part of the KwaDukuza, the already burgeoning Ballito and environs, has gained added development impetus as an established high income residential area with high end services, industrial areas, etc. The area is experiencing more development pressures which need to be managed appropriately and balanced throughout the municipality.

7.8. Development Constraints for KwaDukuza

- The location and condition of the KwaDukuza Municipality suggests that physical development constraints are limited, including:
- Environmentally sensitive coastal strip which, although under substantial pressure for recreational usage and accommodation, in particular in the south, needs to be better protected and managed, Better protection and management of the river, lagoon and wetland systems to maintain and improve appropriate environmental functionality and living conditions,
- Present relatively unstructured housing development in terms of location and integration into necessary social and economic support systems,
- Limitations in terms of carrying capacity of identified river catchment areas,

- The existence of numerous land claims in the central portions of the municipality, although it is agreed that this may primarily be an issue of development phasing,
- The existence of poorer and less developed communities in the municipalities to the west and north,
- Present limitations in the provision of appropriate physical and social support services to peripheral communities,

7.9. Development Trends

Present development trends are clear and strong and include:

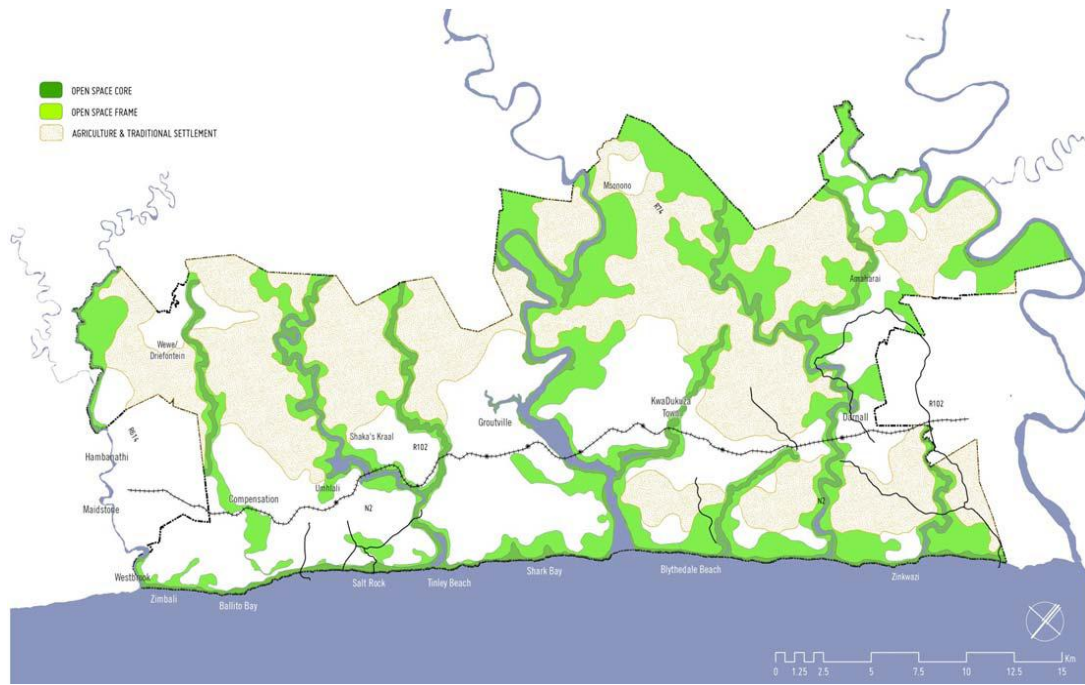
- Development pressures in the south of the municipality, in particular the Ballito region, ranging from business and commercial development to residential and increased tourism related activities; this has increased due to the development of the King Shaka International Airport (KSIA) and the Dube Tradeport (DTP).
- Development pressures on the coastal strip, again in particular in the south, primarily for recreational and various forms of up market residential development, again this has increased due to the development of the KSIA and DTP
- Pressure on land presently under agricultural usage, this is a common feature surrounding urban and easily accessible locations and needs to be dealt with in the context of the importance of the agricultural sector in the economy of the municipality,
- Pressure for providing additional housing accommodation for middle and low income households,
- Increase in the prevalence and importance of the informal economy.

7.10. Land Use Management Context

The KwaDukuza Municipality is at an advanced stage in the preparation of its' Land Use Management Scheme (LUMS). The KwaDukuza LUMS will take guidance of the SDF further in terms of establishing a control and management tool of the land use and development of the municipality. In essence the LUMS will not only provide a basis for the implementation of the strategic intentions of the SDF, but it will also provide a framework for managing development and the translation of land uses into zones.

7.11. Development Scenarios for KwaDukuza Municipality

The following series of maps attempts to build up the SDF in a series of functional steps. They also include a brief description of the various urban clusters within the municipality. The complete SDF is available on the KwaDukuza website: <http://www.kwadukuza.gov.za/docs/SDF%20-%201.pdf>



7.12. Open Space Core (Preserved Landscape)

- High ecological and biodiversity value,
- The Open Space Core is intended first and foremost as a protection zone, a recreation value.
- No development envisaged within the Open Space Core.

7.13. Agriculture/Traditional Settlement

- Existing cultivated land;
- High potential agricultural land;
- Short to medium term protection as a means of clarifying broad growth and settlement patterns.
- Consolidation of existing settlement, agriculture & related

7.14. Open Space Frame (Reserved landscape)

- Spatial “Buffer” that supports the Open Space Core;
- An interface zone with a variable width;
- Public access
- Consolidating fragmented resources;
- Limited development (environment/tourism focused),

- Higher intensity development along routes and concentrations of activity at interchanges. Regional and local transit systems (Bus and Taxi)

7.18. Rural Arterial

- R613, R74 Primarily mobility, providing improved connectivity between rural/transitional areas and the core corridor opportunity area. Limited development along route, Regional and local transit systems (Bus, Taxi).

7.19. Local Collector

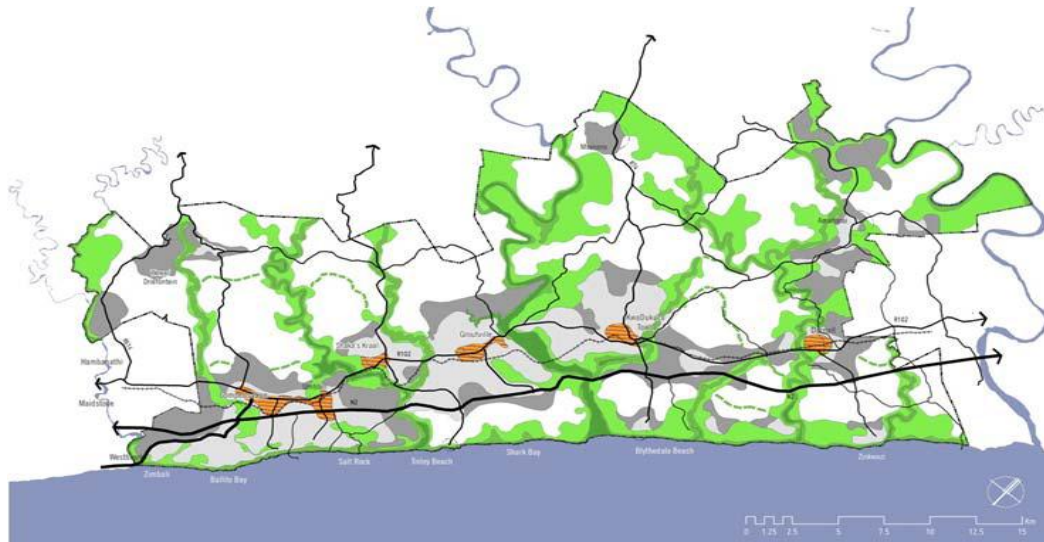
- P100 and other P routes provide access to more localized settlements, tying them into the broader urban system.
- Lower intensity non-residential development along route, higher density residential clusters at key points.

7.20. Managing Positive & Viable Growth (Existing And Short Term Development)



The proposed Short to Medium Term Growth Zone encompasses an area of approximately 9510 Ha, of which approximately 3490 is currently subject to existing settlement, leaving a “New” development area of approximately 6020 Ha. The broad development area within the Short to Medium Term Growth Zone could accommodate up to 30100 additional residential units (approximately 144 480 people) in varying typologies, assuming an overall gross density of 5 Dwelling Units per Ha (DPH).

7.21. Managing Positive & Viable Growth (Medium Term Development)



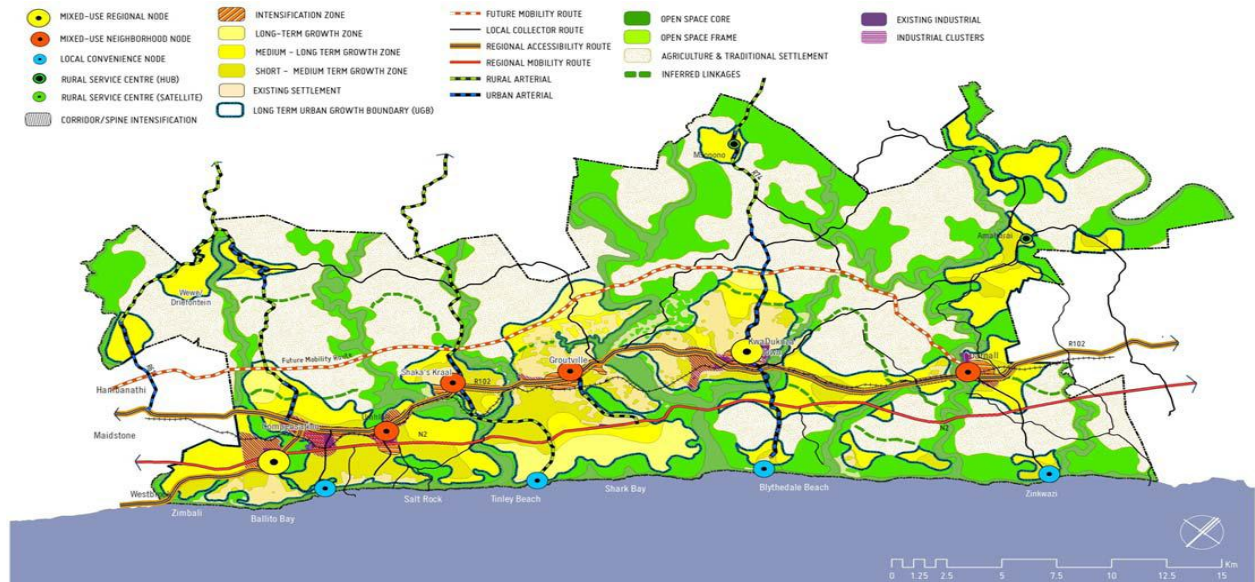
The proposed Medium to Long Term Growth Zone encompasses an area of approximately 10 187 Ha, of which approximately 384 Ha is currently subject to existing settlement, leaving a “New” development area of approximately 9 803 Ha. The broad development area within the Short to Medium Term Growth Zone could accommodate up to 49 015 additional residential units (235 272 people), in varying typologies, assuming an overall gross density of 5 Dwelling Units per Ha (DPH). This is effectively sufficient to accommodate the doubling of the existing population.

7.22. Managing Positive & Viable Growth (Long Term Development)



The proposed Long Term Growth Zone encompasses an area of approximately 2 446 Ha, of which only approximately 20 Ha is currently subject to existing settlement, leaving a “New” development area of approximately 2 426 Ha. The broad development area within the Long Term Growth Zone could accommodate up to 9 704 additional residential units (46 579 people), in varying typologies, assuming an overall gross density of 4 Dwelling Units per Ha (DPH).

SPATIAL FRAMEWORK (consolidated)



7.23. Industrial Development

Proposed industrial clusters are aimed at consolidating and strengthening existing industrial areas and providing new opportunities in well located and suitable locations, specifically with regards to the rail system and labor pools.

7.24. Tourism Development

Although not strictly a defined land use, tourism development impacts substantially on land use in the Municipality. In broad terms the following guidelines relating to the spatial development of tourism should be considered:

- New resort developments (integrated with existing urban structure, no leap-frogging of development)
- Linkages with beaches to be retained;
- Nature based tourism is currently undeveloped and has significant potential in the area;
- Adventure tourism is a future growth market that could establish in a number of appropriate areas within KwaDukuza

7.25. Public Housing Development

Current broad Public Housing Proposals shown in the context of the proposed growth zones. Specific issues emerging from this assessment:

- Housing areas around **Wewe/Driefontein** require further discussion;
- Housing proposals around **Blythedale Beach** require further discussion.

Chapter 8

Economic Development & Growth

8.1. Background

As part of the policy thrusts contained in the DPLG National Framework for LED (2006), it is stated that in the promotion of LED, the primary focus of municipalities should be:

- provision of infrastructure and quality and reliable services
- managing spatial policies
- land-use regulation and development applications
- managing service tariff policies
- managing a progressive tax system
- marketing the territory.

UN-Habitat defines local economic development (LED) as a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. Local economic development encourages the public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants in order to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g., promote quality jobs, reduce poverty, stabilize the local economy and generate municipal taxes to provide better services).

KwaDukuza Municipality believes that if the abovementioned UN-Habitat definition of LED is implemented at its totality, it can provide a comprehensive and integrated municipal local economic development strategy. KwaDukuza Municipality has developed an LED Strategy for the entire municipality.

KwaDukuza Municipality's vision for the local economic development is to develop a holistic economic development and growth plan which is aimed at attending to infrastructural backlogs (water, roads, storm water, electricity, housing, ICT etc); creation of conducive environment for the attraction of both domestic and foreign investment; creation of decent job opportunities; elimination of poverty; promotion of social cohesion as well as the creation of sustainable economy for the future generation of KwaDukuza.

From year 2000, KwaDukuza Municipality has maintained that it wants to build KwaDukuza as a strong economic base for the entire region of Ilembe. To achieve this, KwaDukuza Municipality has identified local economic development (LED), together with financial management and infrastructure development as driving forces for its integrated development planning. The principal objective of KwaDukuza Municipality is to build a vibrant local economy through creating an environment that is conducive for both domestic and foreign investment to be attracted to KwaDukuza area which will ultimately lead to local economic growth and development, and the creation of decent job opportunities.

8.2. KwaDukuza Vision for Economic Development

KwaDukuza Municipality vision for economic development is aimed at contributing to the attainment of KwaDukuza 2030 Vision which seeks to ensure that KwaDukuza becomes ” *a vibrant city competing in the global village both economically, socially, politically and in a sustainable manner.*’ KwaDukuza vision for its economic development is therefore that of developing a holistic economic development and growth plan which is aimed at:

‘Building a vibrant local economy through strengthening and diversifying economic sectors thereby delivering sustainable and affordable services in a safe and healthy environment’

This vision shall be realized through putting more focus and emphasis on the following:

- Putting more resources on infrastructural development through attending to backlogs on water, roads, storm water, electricity, housing, information, communication and technology;
- Creation of conducive environment for the attraction of both domestic and foreign investment by developing investor friendly policies that will enable KwaDukuza to entice both domestic and foreign investors;
- Creation of decent job opportunities in line with government the 2011 President’s State of the National Address, New Growth Path and Extended Public Works Programme ;

KwaDukuza LED Strategy focuses on both pro-poor and pro-growth LED strategies. Amongst the issues that KwaDukuza is focusing on, are:

- ***The attraction of investment through encouraging Industrial Development:*** KwaDukuza has developed working relationships with Trade & Industry KwaZulu Natal so that the latter can identify foreign investors who can be convinced to come to KwaDukuza. But the Municipality on its own is also encouraging local industries to come and invest in KwaDukuza. During the next five years, KwaDukuza Municipality will be enhancing its business retention & attraction strategy.
- ***Encouraging of local procurement:*** This will be done through ensuring that the municipality buys from local business as much as possible.
- ***Supporting the informal sector:*** That will be done through information dissemination as well as the provision of resources & facilities where possible.

- **Promotion of Waste Recycling:** KwaDukuza Municipality will encourage this through educating the communities about the opportunities provided by this sector.
- **Promotion of Subsistence Farming & Urban Agriculture:** KwaDukuza Municipality has developed an agricultural Development Plan which seeks to promote agricultural and subsistence farming. The KwaDukuza LED Directorate is still exploring the possibility of encouraging the “1-ward-1-product” programme, the aim of this 1-ward-1-product programme will be to ensure that the ward communities are encouraged to promote one agricultural product in their ward so that they can sell the product not only to external markets but to other wards as well.
- **Formalization and regularization of Bed & Breakfast business** throughout KwaDukuza including township based tourism.

8.3. KwaDukuza LED Focus Areas

As part of the broad economic vision for KwaDukuza which will ultimately contribute to the attainment of KwaDukuza Vision 2030, KwaDukuza Municipality has identified a number of focus areas that will assist in attainment of its holistic vision for economic development. These LED focus areas further reinforce KwaDukuza vision to adopt Economic Development and Infrastructure Development as the main drivers for KwaDukuza Integrated Development Plan.

8.4. Land and Building Development

This focus area is aimed at acquiring land for both economic development and housing delivery. It must be mentioned that KwaDukuza Municipality does not have enough financial resources to acquire land for this purpose, but it has already had discussions with Housing Development Agency with an aim of entering into agreement with HDA to buy land for KwaDukuza, especially for housing delivery. To ensure that land that is already owned by KwaDukuza Municipality is used wisely, in 2010, KwaDukuza Municipality adopted a Land Banking Policy by which it was discouraging the disposing off of land but encouraging the acquiring of more land for purposes of both economic and housing development. It is the intention of KwaDukuza Municipality to ensure that pockets of land that are owned by KwaDukuza and those which have been purchased through Land Banking Policy, are fully serviced and ready to be utilised for economic development purposes.

KwaDukuza LED strategy is also encouraging the growth of Small Medium and Micro Enterprises (SMME's) by identifying the need to provide workshops and small industrial premises especially for the benefit of the nascent SMME's that will ultimately graduate into big business.

As part of this LED focus area, urban regeneration programme is already underway and this programme is aimed at stimulating economies by developing economic centres around KwaDukuza. To this end, KwaDukuza Municipality has already developed KwaDukuza [CBD Regeneration Study](#) , [Ballito Node Precinct Plan](#) [Shakaskraal Node Urban and Development Design Framework](#) [Ballito CBD Urban Design Framework](#). Plans to develop [Darnall Precinct Plan](#), [uMhlali Urban Design and Development Framework Plan](#) and other similar plans are also on cards.

Land suitable for agriculture shall also be used for this function as Agriculture as one of the strong economic sectors in KwaDukuza.

8.5. Investment Package and Tax Incentives:

This will focus on developing and updating of a Comprehensive Investment Package that will address issues relating to serviced sites as well as tax incentives that will be made available to both foreign and domestic investors.

8.6. Information and Marketing

During KwaDukuza Management Committee held on 24-25 January 2011 at KwaDukuza Council Chambers, it was resolved that KwaDukuza Municipality needs to engage in a vigorous general marketing and promotion and image reconstruction programme that will help in enticing investors to come to KwaDukuza. [KwaDukuza Tourism Strategy](#) that was completed in February 2011 has identified products and areas like beaches in Ballito, [Chief Albert Luthuli Museum](#), King Shaka's Pool and Cave Site as one of the

8.7. Skills Development

KwaDukuza IDP has identified skills gap as one of the challenges that hinder economic growth and development for the area of KwaDukuza. To this end, KwaDukuza Municipality has put aside an education site in the Newtown Area for building of FET College. It must be mentioned as well that Umfolozi FET College has already set its Campus at Chief Albert Luthuli Centre.

8.8. Youth Development

In accordance with the National Youth Policy of 2000, KwaDukuza Municipality, will take it upon its shoulders that the following essential functions in regard to the development of young women and men of KwaDukuza: KwaDukuza Municipality will have to:

- Nominate an elected councilor that shall take responsibility for overseeing council's youth development policies and activities;
- Establish a Portfolio Committee on Youth Affairs as a means of informing, sensitizing council and to make proposals for local youth programmes and services. It is suggested that an EXCO Councillor responsible for youth affairs chair this Portfolio Committee;
- Undertake an audit of the youth programmes, services and organizations located in the local area;
- Identify the priority needs and opportunities facing young women and men and their development;
- Establish permanent mechanisms for participation by young women and men or their representative organizations in the planning and decision-making of council";
- Create mechanisms for young people to understand the issues of governance at local level;
- Identify needs for local facilities required for youth development" ; and

8.9. **KwaDukuza Economic Growth Nodes**

[KwaDukuza Spatial Development Framework](#) identified **four economic growth nodes** within KwaDukuza area of jurisdiction. The following are the four economic growth nodes:

- a) **Darnall Node**, which includes areas of Zinkwazi, Darnall, Nyathikazi, Sakhamkhanya, Doringkop, San Sauci , Nonoti Mouth, Princess Grant, New Guilderland, etc.
- b) **KwaDukuza Node**, which includes areas of Blythedale Beach, Shakaville, Lindelani, Stanger Manor, Stanger Heights, Doctorskop, Glenhills, Shayamoya, Rocky Park, KwaDukuza Central, Madundube, etc.
- c) **Groutville Node**, which includes areas of Ntshawini, Groutville, eTete, Thembeni, Addington Farm, etc.
- d) **Southern, Driefontein, Ballito Node**, which includes areas of Driefontein, Shakaskraal, Salt Rock, Tinley manor, Woodmead, Shayamoya, etc.

DEVELOPMENT PLANNING PROJECTS AND PROGRAMMES										
						YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	Ward	Area	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
EDP/00/2012	10	Groutville	Coordinate Development	Local Area Plans			R 200 000	R 250 000		
EDP/00/2012	22	Compensation	Coordinate Development	Local Area Plans		R 250 000	R 200 000			
EDP/00/2012	2	Darnall	Coordinate Development	Local Area Plans					R 200 000	R 250 000
EDP/00/2012	3	Greater Nonoti	Coordinate Development	Local Area Plans			R 250 000			
EDP/00/2012	23	Peak Power Plant	Coordinate Development	Local Area Plans			R 200 000	R 200 000		
EDP/00/2012	19	Erasmus Dam	Coordinate Development	Local Area Plans			R 100 000	R 150 000		
EDP/00/2012	11	Blythedale Beach	Coordinate Development	Local Area Precint Plan		R 150 000				
EDP/00/2012	3	Zinkwazi	Coordinate Development	Local Area Precint Plan			R 150 000			
EDP/00/2012	19	KwaDukuza CBD	Re-development initiatives	Urban Renewal		R4 000 000				
EDP/00/2012	22	Shakaskraal CBD	Re-development initiatives	Urban Renewal			R4 000 000			
EDP/00/2012	22	UMhlali CBD	Re-development initiatives	Urban Renewal				R4 000 000		
EDP/00/2012				R 102 Corridor		R 100 000				
EDP/00/2012		All	Coordinate and manage development	Integrated Rural Development Policy		R 150 000				
EDP/00/2012		All	Optimize Use of Council Land	Land Audit (in house)		R 300 000	R 318 600	R 338 352		
EDP/00/2012		All	Coordinate Development applicable to all regulations	Land Audit (in house)		0				
EDP/00/2012		All	Coordinate Development	GIS phase 4		R 50 000	R 50 000	R 50 000	R 50 000	R 50 000
EDP/00/2012		All	Coordinate Development	LUMS		R 256 520	R 272 424	R 289 315		
EDP/00/2012		All	Coordinate Development	Aerial photography			R 500 000			

EDP/00/2012	22	Salt Rock	Coordinate Planning	Foxhill road construction		R 20 000				
EDP/00/2012		All	Coordinate Development	SDF Review			R 70 400		R 1 000	
EDP/00/2012		All	Coordinate Development	City Development strategy- review			R 500 000	R 500 000		
EDP/00/2012		All	Coordinate Development	Policy on tuck shops and taverns		200 000				
EDP/00/2012		All	Compliance with national acts	Planning and Building Control bylaws		500 000				
EDP/00/2012		All	Coordinate Development	Environmental management policy				350 000		
EDP/00/2012		N/A	To ensure mainstreaming of youth development through ensuring that all KwaDukuza Municipal departments develop and include programmes and projects, in their score cards, that are biased to the young people of KwaDukuza	Mainstreaming of Youth Development	No of Youth Programme s in Scorecard					
EDP/00/2012			To establish and build capacity of all youth structures so that they will be able to play their role in lobbying and advocating for youth development issues both at ward and municipal wide levels	Institutional development and capacitation						
EDP/00/2012		All		Establishment of Youth Forums at Ward Level	27 youth forums	50000				
EDP/00/2012				Establishment of KwaDukuza Youth Council	1 youth council	40000	50000	60000	70000	80000
EDP/00/2012		All		Training of Youth Forums and Council	certificate of competence		150000			

EDP/00/2012			Promotion of positive and healthy life styles among the youth of KwaDukuza by promotion of physical fitness programmes and practising of safe sex.	Wellness, fitness and HIV & AIDS programmes						
EDP/00/2012				1. Healthy mind in a healthy body			50000	50000		
EDP/00/2012				2. Promotion and encouraging of cultural programmes		60000	75000	75000		
EDP/00/2012				Youth HIV and AIDS Campaigns						
EDP/00/2012				1. KwaDukuza Youth ABC Campaign			25000	25000	25000	25000
EDP/00/2012				2. Know your HIV Status Campaign			25000	25000	25000	25000
EDP/00/2012			To deepen mass work among the young people of KwaDukuza through assembling a pool of young people, (employed and unemployed) who shall serve a government foot soldiers for the implementation of different government campaigns/programmes	Building of youth volunteer corps movement						
EDP/00/2012				1. Identification of Youth cadres			R 20 000	R 20 000		
EDP/00/2012				2. Youth Volunteer corp movement programme			R 20 000	R 20 000		
EDP/00/2012										
EDP/00/2012										
EDP/00/2012			To identify skills development programmes, within and outside of KwaDukuza Municipality that will help in empowering the young people of KwaDukuza.	Skills Development Initiatives						

EDP/00/2012				1. Provision of Learnership programmes on scarce skills		300000				
EDP/00/2012										
EDP/00/2012				SKILLS DEVELOPMENT ON BUSINESS START UPS						
EDP/00/2012				1. Training on business ideas, feasibility studies, business plans, etc.			R 50 000			
EDP/00/2012				2. Facilitation of meetings with sector departments and funding agencies to do presentations on the requirements when applying for funding		R 50 000				
EDP/00/2012				3. Mentorship programme for successful funding applicants				R 50 000		
EDP/00/2012				4. Youth Incubator Programme		R 30 000	R 31 860	R 33 835	R 60 000	R 60 000
EDP/00/2012				5. Youth Development: Artist Development		R 40 000	R 42 480	R 45 114	R 80 000	R 80 000
EDP/00/2012				6. Youth Development: Career Exhibition		R 50 000	R 53 100	R 56 392	R 80 000	R 80 000
EDP/00/2012				7. Youth Development: Business Seminar		R 40 000	R 42 480	R 45 114	R 100 000	R 100 000
EDP/00/2012			Identification of income generating and LED initiatives and other business opportunities that will assist in bringing the young people of KwaDukuza into	Income generating and LED initiatives						

			mainstream economic opportunities.							
EDP/00/2012				1. Youth in agriculture programme			R 50 000			
EDP/00/2012				2. Women in agriculture programme				R 50 000		
EDP/00/2012				3. Young farmers programme					R 50 000	
EDP/00/2012										
EDP/00/2012				CONSTRUCTION SECTOR OPPORTUNITIES						
EDP/00/2012				1 Youth in construction programme				R 50 000		
EDP/00/2012				2 Women in construction programme				R 50 000		
EDP/00/2012				3 Construction Skills database programme			R 50 000			
EDP/00/2012			To provide advice and career guidance and counseling services to the young people of KwaDukuza.	Advisory & career guidance services						
EDP/00/2012				YOIUTH ADVISORY SERVICES						
EDP/00/2012				1 National Youth Development Agency services programme						
EDP/00/2012				2 Provision of information on bursaries and courses offered by educational institution and support in accessing exit opportunities						

EDP/00/2012				COUNSELLING & OUTREACH PROGRAMMES						
EDP/00/2012				1 Counseling on health and wellbeing						
EDP/00/2012				2 Counseling on citizenship						
EDP/00/2012				3 Career counseling						
EDP/00/2012				4 Conduct Outreach Programmes		R 10 000	R 10 000	R 10 000	R 10 000	R 10 000
EDP/00/2012				5 Case management programmes						
EDP/00/2012			Promotion of Sport, Arts, Cultural and Recreational Activities at ward level and utilisation of these as tools to fight crime and poverty	Sports, arts, culture and recreation campaigns						
EDP/00/2012				1. Sports Development: Recreation		R 75 000	R 79 650	R 84 588	R 100 000	R 100 000
EDP/00/2012				2. Sports Development: Mass Mobilisation		R 200 000	R 212 400	R 225 569	R 500 000	R 500 000
EDP/00/2012				3. Sports Development: Wellness and Fitness		R 20 000	R 21 240	R 22 557	40,000	40,000
EDP/00/2012				4. Sports Development : Junior Sports		R 80 000	R 84 960	R 90 228	R 100 000	R 100 000
				KZN SALGA Games		R 300 000	R 318 600	R 338 353		
				Sport Council Support		R 30 000	R 31 860	R 33 835		
				Beach Festival Support		R 150 000	R 159 300	R 169 177		
EDP/00/2012				Shakaville Youth Centre		R 120 000				
EDP/00/2012				1. Sports Development Indaba		R 80 000	R 80 000	R 80 000	R 80 000	R 80 000

EDP/00/2012				2. Artist Development Programme		R 80 000	R 80 000	R 80 000	R 80 000	R 80 000	
EDP/00/2012			Forging of partnerships with government departments, parastatals and the private sector, in order to successfully identify and implement programmes that are aimed at bettering the lives of young people of KwaDukuza.	BUILDING OF PARTNERSHIPS							
EDP/00/2012				1. Identification and engagement of social and economic beneficiaries to partner in the implementation of youth programmes		R 20 000	R 20 000	R 20 000	R 20 000	R 20 000	
EDP/00/2012				2. Building of partnerships with education institutions, faith based and political youth formation		R 20 000	R 20 000	R 20 000	R 20 000	R 20 000	
			TO EMPOWER THE YOUNG PEOPLE OF KWADUKUZA ON INFORMATION AND TECHNOLOGY	YOUTH ICT EMPOWERMENT							
EDP/00/2012				ACCESS TO ICT SERVICE							
EDP/00/2012				1. ICT Symposium			R 100 000	-	-	-	
EDP/00/2012				2. School ICT Outreach programme			R 50 000	R 50 000	-	-	
EDP/00/2012				ICT		R 30 000	R 31 860	R 33 835			
EDP/00/2012				WARD -BASED ICT CENTRES							
EDP/00/2012				1 Ward based ICT Programme			R 125 000	R 125 000	R 125 000	R 125 000	

EDP/00/2012				2. ICT awareness campaign			-	-	R 50 000	R 50 000
EDP/00/2012										
ECONOMIC DEVELOPMENT AND PLANNING										
LOCAL ECONOMIC DEVELOPMENT										
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2012/13	2013/14	2014/15	2015/16	
LED/O1/2012			Economic Development & Growth		R 400 000	R 424 800	R 451 138			
LED/O1/2012			Informal Trade & Business Support		R 30 000	R 31 860	R 33 835			
LED/O1/2012			Tourism & Heritage		R 250 000	R 265 500	R 281 961			
LED/O1/2012			Community Agriculture Development		R 200 000	R 500 000	R 531 000			
LED/O1/2012			MR PRICE PRO Expenditure		R2 100 000	R2 230 000	R2 368 472			
LED/O1/2012			Informal Trade Co-operative Development		R 50 000	R 53 100	R 56 392			
LED/O1/2012			Hudrophonics Organic Farming		R 200 000	R 200 000	R 212 400			
LED/O1/2012			Livestock Farming		R 100 000	R 500 000	R 531 000			
LED/O1/2012			Publicity		R 200 000	R 212 400	R 225 569			
LIB/01/2012	19	Development of library services to the greater communities	Extension of KwaDukuza library	Building internet room, study room and reference room	R1 000 000					
LIB/02/2012	19, 22, 6 & 2		Library Signage		R 10 000	R 10 620	R 11 278			
LIB/03/2012	19, 22, 6 AND 2	Provision of afterhours library services and eliminating of non-returned items	Build / install drop-in boxes at libraries	Build / Install drop-in boxes	R 40 000					
LIB/04/2012	19, 22,6 AND 2	Provide reliable security system for library items	Install 3M security system at libraries	Install 3M security	R 600 000					

		at libraries		system					
MU/01/2012	19	Provision of advanced tourist attraction within KwaDukuza	Construction of new museum (4.5000 000 Infrastructure grant for construction of museum)	Construction of museum	R4 500 000				
CH/01/2012	ALL	Provision of good state halls	Renovation of community halls	Renovation of halls	R1 000 000				
CH/02/2012	19	Advanced the hall cooling facilities	Install air-conditioners	Install air-conditioners at Town Hall	R 1 000 000				

Chapter 9

Sustainable Infrastructure Development

9.1. KwaDukuza Basic Infrastructure Development Programme

Infrastructure development programme is one of the key drivers that will be used to realize KwaDukuza Vision 2030. KwaDukuza Municipality wants to ensure that there is an optimal provision of basic service and infrastructure delivery within the area of KwaDukuza. It is the aim of KwaDukuza Municipality to ensure that this delivery happens in a sustainable manner, in line with KwaDukuza long term vision.

This long term vision calls for all the internal departments of KwaDukuza Municipality to adhere to the principles of sustainable development as called for by Natural Environment Management Act (NEMA). The primary components for KwaDukuza infrastructure development programme are electricity, roads and transportation services, water supply and distribution, and sanitation— wastewater collection and removal, solid waste collection and removal and cemeteries. To achieve this programme, KwaDukuza Municipality intends to:

- **Link infrastructure development with economic growth initiatives.**
- **Link infrastructure finance with financial market development.**
- **Develop models and mechanisms for financing infrastructure.**
- **Use infrastructure development to create decent job opportunities.**

9.2. KwaDukuza Basic Service and Infrastructure Backlogs

The strategic location of KwaDukuza along the north coastline is attracting property development investment to KwaDukuza. That, coupled with fact that there has not been much attention to the maintenance of the existing infrastructure, the fact that KwaDukuza Municipality is still grappling with ageing infrastructure, the demands put by the fact that KwaDukuza is growing as a City, has caused KwaDukuza to fall behind in terms of the provision of new and much needed infrastructure. Compared to neighboring municipalities, the area of KwaDukuza provides better opportunities for creation of both short term and long term employment opportunities. This has resulted to the growing number of informal settlements which has a direct impact to service delivery backlogs.

9.3. Cemeteries

There are seven municipal cemeteries located within the KwaDukuza municipality in addition to a privately owned cemetery. KwaDukuza still experiences informal and illegal burials in certain communities. Incorrectly sited graveyards

and informal burials have the potential to impact on human health and security is a source of concern. Burial sites for family members next to the homesteads are considered common in rural areas which gives a clear indication for the need for new cemetery sites in the District. The district has appointed consultants to undertake a district wide cemetery plan and the community have raised the lack of space for graveyards within the Municipality as a priority. KwaDukuza Municipality has identified a need to develop a Cemetery Master Plan.

9.4. Waste Disposal Sites

KwaDukuza has recently closed down the Garden refuse facility at Shakaville that used to dispose 720 tons of waste monthly. The Dolphin Coats Waste Management operates a transfer station at Dolphin Coast that handles all of the waste from Stanger and Ballito and a new regional disposal site has been established in the New Guilderland area.

9.5. Water Provision

KwaDukuza experiences water disruptions on a regular basis. There is a huge disparity in provision of services. There is also a major service backlog and a lack of maintenance of existing infrastructure. Water infrastructure is a top priority in KwaDukuza Local Municipality with only half of the population having access to water; reliance on ground water can lead to health impacts amongst the more vulnerable sections of the population, where ground water has become polluted through poor land use and/or burials near water courses. There is severe water shortage in the area which is exacerbated by new development applications. UMngeni water, KwaDukuza and iLembe cannot meet the current water requirements of existing users. The water shortage needs to be addressed at a strategic level and various bulk water options are being considered including desalination treatment plants, ways of reducing inefficiencies, waste and water loss need to be investigated.

9.6. Sanitation

KwaDukuza Municipality experiences huge disparity in provision of sanitation is concerned. It also experiences major service backlogs. Approximately 59% of households have access to a basic level of formal sanitation service; however 13% do not have any formal form of sanitation whilst 28% uses pit latrines. This could result in ground water contamination and could consequentially be detrimental to human health.

There is a lack of maintenance of existing infrastructure. Infrastructure is often poorly sited and has the potential to impact on the environment when it is not operating properly. There is one major sewer treatment works at KwaDukuza that pumps sewerage from other smaller sewer pumps across the Municipality. There is no bulk Municipal waterborne sewerage reticulation system available in areas including Blythedale and surrounds Septic tank systems are used in many areas for disposal of liquid waste. Due to extensive housing developments especially along the coast treatment works requires upgrading, however the iLembe Municipality have indicated that they are not currently in a position to provide a bulk service supply to upcoming developments.

IDP NO.	Ward No.		PROJECT	Outcome	Target	2012/ 2013	2013/ 2014	2014/2015	2015/ 2016	2016/2017
		PARKS AND GARDENS								
MS/01/2012	All	Developing Open Spaces	Develop 4 play parks and 2 gardens in KwaDukuza, within KDM Housing Developments		Develop 4 play parks in first half of the year and the 2 gardens in the second half.	R 100 000	R 500 000	R 500 000	R 500 000	R 500 000
MS/02/2012	PD2	Greening KwaDukuza	Planting of 1 indigenous and 1 fruit tree at low income housing developments	Creating an aesthetically pleasing environment	2 wards. 1 in first quarter and 1 in 3 rd quarter	R 0 000	R 200 000	R 200 000	R 200 000	R 250 000
MS/03/2012	GC1		Upgrade to Skateboard park		Demolish existing structure and fencing	R 50 000	R 50 000	R 50 000		
MS/04/2012	PD	Compliance	Clearing of invasive alien vegetation	Clearing	Clearing	R 400 000	R 424 000	R 449 440	R 450 000	R 460 000
MS/05/2012	PD	Amenities	Install 2 beach access walk ways	Allow the general public to get access to the beach		R 0 000	R 250 000	R 250 000	R 250 000	R 250 000
MS/06/2012	PD	Amenities	Upgrade and develop KwaDukuza Bird sanctuary	Create an aesthetically pleasing and safe environment for the community of KwaDukuza.	Complete fencing. Install benches, bins, lights and braai areas. Install playground equipment. Put up an ablution block and guard house. For future, look at cleaning the dam area and putting a bridge across, create hiking and conservation trails.	R 100 000	R 500 000	R 500 000	R 400 000	R 400 000

MS/07/2012	PD	Amenities	Develop park at Theunissen road next to clinic	Create a safe recreational environment for the KwaDukuza Community to enjoy.	Design site, Fence, put in water and lighting infrastructure, layout running/walking/ cycling tracks, layout playground equipment, layout braai and picnic area, layout outdoor gym area.	R 150 000				
MS/08/2012		Amenities	Park Equipment		Bins, benches, tables Jungle gym	R 50 000	R 50 000	R 50 000	R 100 000	R 100 000
MS/09/2012		Sports Development		1 Volleyball /Combo Courts		R 500 000	R531 000	R563 922	R582 000	R633 000
MS/10/2012		Conservation	Fencing of swamp forests	Ensure the safety of the fauna and flora at these precious ecosystems	Complete fencing at water berry, tick berry forests.	R 150 000				
MS/11/2012		Sports Development	Stadium & Ground Maintenance	Create a safe playing environment and fence		R 300 000	R 318 600	R 338 800	R 340 000	R 400 000
MS/12/2012			Improvement to Sports facilities				R 500 000	R 500 000	R 500 000	R 500 000
MS/13/2012			Sportsfield Development			R1 000 000	R1 000 000	R1 000 000	R1 000 000	R1 000 000
MS/14/2012		Sports Development	Upgrade two grounds at Ward 25			R 50 000	R 50 000			
MS/15/2012		Sports Development	Fencing Nkobongo grounds			R 100 000	R100 000			
MS/16/2012		New Bathing	Develop a new Bathing beach		Bathing Beach: Tinley Manor, Sharks net,		R2 000 000			

		Beach		lifeguard tower,					
MS/17/2012		2 Quad Bike	Beach clean-up and life guards		R 160 000	R 160 000			
MS/18/2012		2x (4X4 Vehicle)	Beaches	Emergencies/Monitoring	R 400 000	R 400 000			
MS/19/2012		Upgrade Chaka's Rock Beach (Access – Tidal Pool)	Upgrade of Beach Facilities	Access – Tidal Pool		R 200 000			
MS/20/2012		New Swimming Beach: Southern Beaches	Develop a new Bathing beach	Salmon Bay		R 250 000			
MS/21/2012		New Swimming Beach: Northern Beaches.	Develop a new Bathing beach	Nonoti Mouth		R2 000 000			
MS/22/2012		New Public Toilets –	Public Ablutions	Grannies Pool Salt Rock	R 100 000	R 100 000			
MS/23/2012		Upgrade Zinkwazi Beach	Public Ablutions	Toilets – Club – Car Park			R 200 000		
MS/24/2012		Upgrade Black Rock Park	Park Upgrade	Car Park – Toilets – Rec Facilities			R 350 000		
MS/25/2012		New Toilets for Tinley Manor	Public Ablutions	Tinley Manor-Long Beach				R 200 000	
MS/26/2012		New Facility – THOMPSONS BAY	Amenities	Access – toilets – Pool, lifeguard Tower					R1 500 000
MS/27/2012		Beach Cleaning Equipment	All Beaches				R200 000	R200 000	R400 000
MS/28/2012		1x 3.8m Inflatable Rescue	All Beaches			R 80 000	R 80 000		

		Boat								
MS/29/2012		Boat Safety Equipment				R 50 000				
MS/30/2012		8 Rescue Boards & Skis				R 80 000				
MS/31/2012		1200 btu Aircons				R 8 000				
MS/32/2012		Trauma bags				R 48 000				
MS/33/2012		Oxygen Regulator				R 9 000				
MS/34/2012		4x4 rescue fittings				R 20 000				
MS/35/2012		Beach recreational Facility				R 35 000	R 700 000	R 700 000	R 700 000	R 700 000
MS/36/2012			New Cemetery establishment	Cemetery	Land Acquisition, Fencing, cemetery establishment	R 800 000	R 10 000	R 10 000	R 3 000	R5 000
MS/37/2012			Crematorium Upgrade		Additions to crematorium	R 250 000	R300 000	R300 000	R200 000	R250 000
MS/38/2012			Fencing Shakaskraal Cemetery and other Cemeteries			R 100 000	R 10 000	R 10 000	R 10 000	R 10 000
MS/39/2012			Municipal Policing Services			R 350 000	R 371 700	R 394 745		
MS/40/2012			Road Block Truck	Law enforcement	Upgrade interior of truck	R 80 000	R50 000			
MS/41/2012			Quad Bikes	Law Enforcement	Beach Law Enforcement		R75 000			

MS/42/2012			Street Bikes	Law Enforcement	CBD Patrols,		R300 000	R150 000		
MS/43/2012			Sedans	Law Enforcement	Patrol	R 350 000				
MS/44/2012			4X4 Vehicle	Law Enforcement	Patrol		R400 000	R400 000	0	
MS/45/2012			Sirens and Blue Lights	Law Enforcement		R 80 000	R100 000	R50 000	R50 000	R50 000
MS/46/2012			Alco-meters		Drinking and Driving	R 80 000	R 10 000	R 10 000	R 10 000	R 10 000
MS/47/2012			Speed Cameras	Law Enforcement	Speed enforcement	R 350 000	R250 000	R250 000	R150 000	R150 000
MS/48/2012			CCTV Cameras	Law Enforcement		R 300 000				
MS/49/2012			Firearms	Law Enforcement	Shotguns and LMs	R 200 000	R 100 000	R 100 000	R 50 000	R 10 000
MS/50/2012			Roni Conversions	Law Enforcement	To be used with Glock	R 100 000	R 10 000	R 50 000	R50 000	R50 000
MS/51/2012			ID Camera			R 30 000				
MS/52/2012			Lazer shot	Speed timing					R 500 000	
MS/53/2012			3 x Venter Trailors	Traffic / Technical				R 60 000		
MS/54/2012			Bullet proof vest	Officer's protection		R 20 000	R 100 000	R 100 000	R 100 000	R 100 000
MS/55/2012			Rescue Tools		Replace rescue tools	R 120 000	R 120 000	R 400 000		
MS/56/2012			Water Tanker			R1 225 218				
MS/57/2012			Upgrade of Fire Station		KwaDukuza		R1 000 000	R1 000 000	R 500 000	R 400 000

MS/58/2012			New Fire Station		Along the R102		R6 000 000			
MS/59/2012			Fire Tender		Rescue Vehicle		R5 000 000	R5 500 000		
MS/60/2012			Rescue Craft		Fresh and Salt Water rescue	R120 000				
MS/61/2012			Lighting Plant		Emergency Lighting			R 100 000	R 100 000	
MS/62/2012			Waste Transfer Site		Waste transfer	R300 000	R250 000	R250 000		
MS/63/2012			Recycling		Recycling centre	R200 000	R250 000	R50 000	R50 000	R50 000
MS/64/2012			Heavy Duty Skip Truck		Waste management			R2 000 000		
MS/65/2012			8 Ton Refuse Compactor Truck				R2 000 000	R1 700 000		
MS/66/2012			Refuse Bins – street litter bins			R 50 000	R 50 000	R 50 000		
MS/67/2012			Drop off Centre			R 200 000	R 400 000	R 400 000	R 400 000	R 400 000
MS/68/2012			Skips			R 100 000	R 100 000	R 100 000	R 100 000	
MS/69/2012			Rehab of Shakaville landfill site			R1 000 000	R1 062 000	R1 127 844		
MS/70/2012			Improve Removal of Business Waste				R 250 000	R 250 000	R 100 000	R 100 000
MS/71/2012			Buy back Waste Transfer Site			R 900 000				
MS/72/2012			Roll on/Roll off Shipping Container			R 50 000	R 100 000	R 100 000		
MS/73/2012			Office Furniture			R 20 000				
MS/74/2012			Food for Waste			R1 000 000	R1 062 000	R1 127 844		

MS/75/2012			<p>New Testing and motor licensing centre Two light and heavy duty drivers licenses examining sites</p> <p>Impound facilities for light and heavy motor vehicles</p> <p>Weighbridge facilities, etc. motor vehicles</p> <p>Weighbridge facilities, etc.</p>		Testing,	R2 186 173					
MS/76/2012			Additions to Laviopierre		Additional Offices for Community Safety	R2 000 000	R250 000				
MS/77/2012					Furniture and equipment	R 50 000	R 50 000				

9.7. Roads & Storm Water Management

KwaDukuza Municipality approved its Roads & Storm Water Master Plan in November 2010. The critical areas identified in the Master Plan are maintenance of 449 kilometers of roads and construction of new roads. It must be noted that there is approximately 20kilometres of road which came about after a new ward (Ward 27) was incorporated into KwaDukuza Municipality from Ndwedwe Municipality. The Master Plan has determined that an estimated amount of R58 million is required in the new financial year in order to undertake the following:

- Road maintenance
- Road upgrades
- Diversion of storm water channels from houses
- Construction of new storm water channels
- Construction of mid-block storm water channels
- Upgrade to gravel roads which include construction, regravelling, shaping and cutting of existing roads and preparation for tarring, subject to the availability of MIG roads.

It is estimated that over a five-year period this will require about R825 million to undertake this kind of work in the current configuration of KwaDukuza Municipal boundaries. In general, the condition of these roads is summarized in the table below:

Condition Rating	%
1-Good	50
2-Medium	22
3-Poor	20
4-Bad/Very Bad	8
Total	100

It can be deduced from the table above that approximately 70% of the roads located within KwaDukuza Municipality are within good to medium condition category and 28% in the poor to very bad range. This indicate that, there is still a lot that needs to be done in order to meet the standards of developed countries where according to World Bank criteria only 5-10% should fall in the poor to very bad conditions.

9.8. KwaDukuza Municipality: Roads and Stormwater Master Projects

KWADUKUZA CIVIL ENGINEERING SERVICES DRAFT IDP 2012/2017

					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
CVL0016/2011	1 to 27	Implement Strategic prioritized roads infrastructure upgrade program	Master Plan Road Upgrade	Completion of projects on time - SDBIP aligned	58,020,000	54,250,000	33,283,333	36,290,000	9,310,000
			MIG ROADS		R 74,072,506	R 9,520,000	R 0	R 0	R 0
CVL0023/2012	1	Provide safe roads infrastructure for commuters	Sokesimbone	MIG roads - Completion of project on time - SDBIP aligned	R 4 960 000				
CVL0025/2012		Provide safe roads infrastructure for commuters	Chief Albert Luthuli	MIG roads - Completion of project on time - SDBIP aligned	R2 804 760				
CVL0026/2011	2	Provide safe roads infrastructure for commuters	Siyembesi Bus Route	MIG roads - Completion of project on time - SDBIP aligned	R3 392 407				
CVL0027/2011	4	Provide safe roads infrastructure for commuters	Shakashead Bus Route	MIG roads - Completion of project on time - SDBIP aligned	R 4 296 613				
CVL0029/2012	8	Provide safe roads infrastructure for commuters	Shayamoya	MIG roads - Completion of project on time - SDBIP aligned	R2 325 000				
CVL0033/2011	10	Provide safe roads infrastructure for commuters	Groutville Graveyard Road	MIG roads - Completion of project on time - SDBIP aligned	R 1 587 948				
CVL0034/2012	10	Provide safe roads infrastructure for commuters	Charlottedale - Observation Road	MIG roads - Completion of project on time - SDBIP aligned	R2 325 000				

CVL0036/2012	10	Provide safe roads infrastructure for commuters	Charlottedale - Route 2C Extension	MIG roads - Completion of project on time - SDBIP aligned	R2 325 000				
CVL0038/2011	11	Provide safe roads infrastructure for commuters	Chris Hani Bus Route	MIG roads - Completion of project on time - SDBIP aligned	R2 939 286				
CVL0040/2012	12	Provide safe roads infrastructure for commuters	Nonoti	MIG roads - Completion of project on time - SDBIP aligned	R 0				
CVL0042/2011	11	Provide safe roads infrastructure for commuters	Ntshawini/Hlalanathi Link Road	MIG roads - Completion of project on time - SDBIP aligned	R 7 319 908				
CVL0043/2013	15	Provide safe roads infrastructure for commuters	Ntshawini Bus Route Phase 1	MIG roads - Completion of project on time - SDBIP aligned	R5 946 000				
CVL0045/2011	25	Provide safe roads infrastructure for commuters	Ohlanga Access Road	MIG roads - Completion of project on time - SDBIP aligned	R 3 080 803				
CVL0046/2011	25	Provide safe roads infrastructure for commuters	Sakhumkhanya Bus Route	MIG roads - Completion of project on time - SDBIP aligned	R 3 906 968				
CVL0047/2011	25	Provide safe roads infrastructure for commuters	Sakhamkhaya Phase 5	MIG roads - Completion of project on time - SDBIP aligned	R 5 818 127				
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
			MIG HALLS						
CVL0051/2011	11	Provide Ammenities to satisfy Social needs of citizens	Construction of Community Hall at Chris Hani MIG	MIG Hall - Completion of project on time - SDBIP aligned	R 332 370				
CVL0052/2012	25	Provide Ammenities to satisfy Social needs of citizens	Ohlanga Community Hall MIG	MIG Hall - Completion of project on time - SDBIP aligned	R 1 957 000				

CVL0053/2012	27	Provide Ammenities to satisfy Social needs of citizens	Madundube Community Hall MIG	MIG Hall - Completion of project on time - SDBIP aligned	R 1 957 000				
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
			MIG SPORTSFIELDS						
CVL0054/2012	1	Provide sports ammenities for citizens	Sokesimbone Sports field MIG	MIG Sports - Completion of project on time - SDBIP aligned	R 1 448 645				
CVL0055/2012	3	Provide sports ammenities for citizens	Nonoti Sports field MIG	MIG Sports - Completion of project on time - SDBIP aligned	R1 492 275				
CVL0056/2012	7	Provide sports ammenities for citizens	Create and construct Sportfields Etete MIG	MIG Sports - Completion of project on time - SDBIP aligned	R 1 532 814				
CVL0057/2012	8	Provide sports ammenities for citizens	Create and construct Sportfields Shayamoya MIG	MIG Sports - Completion of project on time - SDBIP aligned	R 890 510				
CVL0058/2012		Provide sports ammenities for citizens	Rocky Park Recreation	MIG Sports - Completion of project on time - SDBIP aligned	R1 492 275				
CVL0070/2012	6		Ballito Taxi Rank		R2 500 000				

9.9. Electricity

The KwaDukuza municipality's predominant source of energy for lighting is electricity followed by candles. It must be noted that the existing bulk electricity supply in the area is limited. KwaDukuza Municipality has encountered challenges with regard to its power supply. The situation has led to total dissatisfaction in terms of the quality of service and quality of supply. In many instances these interruptions have been caused by cable theft, overload situations and nuisance tripping.

It must also be noted that KwaDukuza has experienced growth over the past few years which has increased the demand for supply imposed on the existing electricity networks considerably. It must further be noted that the infrastructure is aging and cannot meet the demands of this phenomenal growth. The situation demands that the Municipality must upgrade its networks in order to stabilize and improve the quality and firmness of supply. The upgrades which will be undertaken are in line with the findings of the Energy Master Plan Network Study conducted by NET GROUP. Responding to the infrastructure challenges identified in the Master Plan, the Municipality will undertake the following upgrades:

For the Southern network KwaDukuza Municipality will upgrade the Shakaskraal/Hilltop/Business Park 33 kV Overhead line and associated network equipment from 19MVA capacity to 30MVA capacity. This will enable the Ballito and surrounding areas load to be transferred over to the Shakaskraal substation via the Hilltop/Imbonini/Chakasrock supply circuit, when overload conditions prevail due to cable theft and/or storm damage occurring causing a loss of supply from the Driefontein feeder or Collisheen feeders each respectively. Upgrading of this network together with the installation of a 33 kV Circuit Breaker and protection unit will cost Council about R8, 970,000. The cost is catered for in the current financial year.

- There is a need for KwaDukuza Municipality to secure a firm 30 MVA capacity (Premium Supply) from ESKOM via the ESKOM Driefontein substation from which eThekweni Metro will shortly cease to take supply. The implementation of this initiative is solely dependent on KwaDukuza Municipality obtaining the existing overhead line servitude rights from eThekweni in order to be able to transmit supply from Driefontein Sub Station into Council's supply area to connect into the proposed NEW 33/11 kV substation which is to be constructed adjacent to the proposed new ESKOM 132/33 kV DUKUZA substation to be established in the vicinity of Compensation Station. The availability of this firm 30 MVA capacities will provide sufficient bulk supply capacity leading to the medium term to provide for the degree of firmness of supply required as well as enable a host of alternative network switching configurations to satisfy contingency options under fault and load transfer conditions.
- Introduction of the third transformer will increase the capacity to 20 MVA firm and 30 MVA infirm. This will address the infirm state of supply during peak season. However the remaining spare capacity will not be beneficial to relieving overloaded distribution networks to the South in the Salt Rock, Sheffield Beach areas.

- It has been identified from the Energy Master Plan/Network Planning exercise that it will be of far greater benefit from a cost and technical perspective for KwaDukuza Municipality to establish the proposed New Sheffield 33/11 kV substation which is central to the emerging growth node. Upon establishment of Sheffield substation it shall be possible to transfer at least 5mva of existing load from Shaka's Rock substation over to the new Sheffield substation which will also reinstate the firm 10 MVA capability at Shaka's Rock substation during peak season and also release load off the Shakaskraal, Hilltop, and Imbonini 33 kV circuit.
- To fully utilize the available capacity and relieve load from Shaka's Rock substation as well as reinforce supply to the far end of Sheffield Beach will also necessitate the installation of a suitably rated dedicated 11 kV feeder cable to connect between Sheffield Substation and Villa Royale Switch room at an estimated cost of R6 800 000.
- The benefit to be derived from interconnecting the two firm 10 MVA substations will be the capability of transferring network load between major sub stations under emergency conditions thus allowing for a greater security of supply. The estimated cost for this project is R65, 760, 640.
- KwaDukuza Municipality has also resolved to establish the new ESKOM/KDM intake substation to be known as Dukuza 132/33 kV substation within the next two to three years to cater for the future load growth. The estimated cost for this substation, together with its 2x10 MVA transformers and associated voltage regulation and ancillary equipment, is R57, 100,000.
- The assessment of the infrastructure has determined that the age and condition of the majority of DC-Battery Charges and Batteries installed at major substations and switch rooms now poses a great risk to the correct functioning of equipment protective devices. The DC-supply is used to energize the protection relays and control the tripping/ closing coils on all the 33 and 11 kV breakers.
- There is a need for calibration of all 33 and 11 kV breakers protection relays. The phenomenal growth that KwaDukuza Municipality has experienced over the past three years has caused overload situations on various 33KV feeders. The said conditions have caused ESKOM supply/protection relays to operate and caused the ESKOM supply to trip. On many occasions faults have passed through Council's protective devices with resultant fault trip on ESKOM supply side.
- Customer growth within the Northern network requires the Municipality to upgrade the 33 kV network between ESKOM/Stanger point of supply and Glenhills substation, from 19 MVA to 30MVA current carrying capacity. This upgrade is essential so as to provide an alternate 33 kV supply source to the Laviopierre substation, via the ring circuit connecting through Industrial Area substation back to Glenhills substation.
- In the event the cables between Point of Supply Intake substation and Laviopierre substation fail the existing Oak conductor (19 MVA) connected between Glenhills and ESKOM Point of Supply Intake substation is not sufficiently rated to carry the transferred load. It is therefore essential that this conductor be upgraded to Poplar conductor (30 MVA) capacity. This will cost Council an estimated amount of R 1,760,000
- In order to release excessive load on 11 kV overhead lines/ feeders supplied from Glenhills substation, it has been established that a new 33/11 kV substation must be constructed in the Groutville/Priority One area as a high priority. The estimated cost for the construction of the new Groutville/Priority One substation is R14, 500,000. The current Budget makes provision for R11, 730,000 in this regard.

- To release excessive load on 11 kV overhead lines/ feeders, supplied from Glenhills substation, it has been identified that as an interim measure, until such time that the new Groutville/Priority One 33/11 kV substation has been established, the 33 kV overhead line feeder between Shakaskraal substation and Stanger Point of Supply, be changed over from 33 kV supply to 11 kV supply and that the said overhead line be connected via 11 kV cables into the Groutville/Priority One Switching Station.
- This network upgrade will provide for greater security of supply to the Priority One area and will also serve as a limited back up supply to Glenhills substation in the event of a transformer failure.
- In the event of failure at Glenhills substation this interconnector 11 kV supply will also provide an alternate supply source to the uMvoti Water Works. Council has made provision for this process of down rating the 33 kV to 11 KV and allocated R400, 000 in its 2011/2012 Adjustment Budget.
- To release excessive load on the existing 11 kV feeder cables, supplied from Laviopierre Substation, the Network Master Study confirms that new 11 kV Switching Stations (Nodal Switch Room), require to be established/constructed, within the KwaDukuza CBD area, Saunders street Reservoir and Hesto Harnesses areas. It is proposed to ultimately interconnect the CBD Switch room via Saunders Street switch room with Glenhills substation.

9.10. KwaDukuza Electrical Engineering Services Draft IDP 2012/2017

IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
		Efficient / effective service delivery	ADMINISTRATION						
ES/001/2012	Admin	To enhance service delivery	Fault Locating Equipment	No. of	R 200,000	R 212,000	R 224,720	R 238,203	R 252,495
ES/002/2012	Admin		Portable Line Fault Indicator	No. of	R 26,316	R 35,088	R 37,193		
ES/003/2012	Admin		Auto-reclosers (11kV) x 4	No. of	R 800,000	R 492,807	R 522,375	R 553,718	R 586,941
ES/004/2012	Admin		Auto-reclosers (33kV)	No. of	R 530,000	R 0			
ES/005/2012	Admin		Ladders	No. of	R 100,000	R 51,094	R 54,160	R 57,409	R 60,854
ES/006/2012	Admin		Airconditioner (Offices)	No. of	R 13,158	R 21,930	R 30,000		
ES/007/2012	Admin		IT Equipment	No. of	R 50,000	R 53,000	R 56,180	R 59,551	R 63,124
ES/008/2012	Admin		Tools and Equipment	No. of	R 80,000	R 65,789	R 69,737	R 73,921	R 78,356
ES/009/2012	Admin		Office desk(s)	No. of	R 10,000	R 8,248	R 8,743	R 9,267	R 9,824
ES/010/2012	Admin		Radios / Repeater	No. of	R 24,640	R 26,119	R 27,686	R 29,347	R 31,108
ES/011/2012	Admin		Office Chairs	No. of	R 5,579	R 5,914	R 6,269	R 6,645	R 7,043
ES/012/2012	Admin		Street light Aerial Platform trucks (2)	No. of	R 500,000	R 0	R 0	R 0	R 0
ES/013/2012	Admin		Signalised Intersection Upgrade	No. of	R 200,000		R 0	R 0	R 0
ES/014/2012	Admin		Software - Asset Management, Maintenance Scheduling	No. of	R 0	R 0	R 0	R 0	R 0
ES/015/2012	Admin		Safety Equipment, FAS, PPE, Portable Earths	No. of	R 80,000	R 29,568	R 31,343	R 33,223	R 35,216
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17

		Public Safety	STREETLIGHTING (216 /year)		R 1,215,000	R 1,287,900	R 1,365,174	R 1,447,092	R 1,533,924
ES/016/2012	Ward 1		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/017/2012	Ward 2		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/018/2012	Ward 3		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/019/2012	Ward 4		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/020/2012	Ward 5		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/021/2012	Ward 6		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/022/2012	Ward 7		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/023/2012	Ward 8		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/024/2012	Ward 9		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/025/2012	Ward 10		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/026/2012	Ward 11		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/027/2012	Ward 12		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/028/2012	Ward 13		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/029/2012	Ward 14		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/030/2012	Ward 15		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/031/2012	Ward 16		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/032/2012	Ward 17		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/033/2012	Ward 18		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/034/2012	Ward 19		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/035/2012	Ward 20		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812

ES/036/2012	Ward 21		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/037/2012	Ward 22		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/038/2012	Ward 23		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/039/2012	Ward 24		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/040/2012	Ward 25		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/041/2012	Ward 26		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/042/2012	Ward 27		Eight Street lights	No. of	R 45,000	R 47,700	R 50,562	R 53,596	R 56,812
ES/043/2012	ALL		Replacement of Airdac	metres	R 1,000,000				
ES/044/2012	19		Upgrade low tension kiosks and mains	No. of	R 200,000	R250,000	R275,000	R300,000	R350,000
ES/045/2012	5/17/18		Shakaville / Lindelani / Mbozambo	metres	R 50,000				
ES/046/2012	5/17/18		Shakaville - Upgrade LV Kiosks	No. of	R 35,000				
			Southern Section		R 950,000	#VALUE!	#VALUE!	#VALUE!	#VALUE!
ES/047/2012	6		Ballito -	metres	R 300,000	R325,000	R350,000	R375,000	R400,000
ES/048/2012	22		Sheffield-Salt Rock	metres	R 300,000	R325,000	R350,000	R375,000	R400,000
ES/049/2012	ALL		Replacement of Airdac	metres	R 300,000				
ES/050/2012	22		Umdlali	metres	R 50,000				
		Reliability of supply	Upgrade MV Network		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
					R 7,240,015	R 4,261,216	R 4,516,889	R 4,787,903	R 3,560,205
			Northern Section		R 2,850,000	R 2,756,000	R 2,921,360	R 3,096,642	R 1,767,468

ES/051/2012			Groutville /Cranbrook road		R 250,000				
ES/052/2012	1/13/17/ 26/27		Kearsney/Dendetu Feeder (Phase 3)	metres	R 450,000	R 477,000	R 505,620	R 535,957	R 568,115
ES/053/2012	3		New Guelderland Line - Overhead (Phase 3)	metres	R 450,000	R 477,000	R 505,620	R 535,957	R 568,115
ES/054/2012	11, 12, 15 & 20		Groutville Feeders (Phase 3)	metres	R 400,000	R 424,000	R 449,440	R 476,406	R430,000
ES/055/2012	11		Blythedale Beach Reconstruct Old Feeder OHL (Phase 3)	metres	R 350,000	R 371,000	R 393,260	R 416,856	
ES/056/2012	13 & 26		Tredals Lot 16 Line(Phase 3)	metres	R 150,000	R 159,000	R 168,540	R 178,652	R 189,372
ES/057/2012	3/5/16/1 8		Doesberg / Lindelani Feeder (Phase 3)	metres	R 350,000	R 371,000	R 393,260	R 416,856	R 441,867
ES/058/2012			Hot Water Load Management System (Geysers)		R 4 300 000				
ES/058/2012			Dendetu		R 225,000	R 238,500	R 252,810	R 267,979	
ES/059/2012			Kearsney/SASA		R 225,000	R 238,500	R 252,810	R 267,979	
			Southern Section		R 4,390,015	R 1,505,216	R 1,595,529	R 1,691,261	R 1,792,737
ES/060/2012	7		ROPE FACTORY SWITCH ROOM SHAKAS KRAAL				R8,000,000		
ES/061/2012	22		Glendale feeder - Peaking Plant Extension	metres	R 500,000				
ES/062/2012	7		Mains Upgrade - Shakaskraal PHASE 2 -	metres	R 350,000				
ES/063/2012	22		Cranbrook - Reconstruct 11KV- OHL(Phase 3)	metres	R 250,000	R 265,000	R 280,900	R 297,754	R 315,619
ES/064/2012	11 & 22		Tinley Manor Feeder-11k OHL (Phase 3)	metres	R 410,015	R 434,616	R 460,693	R 488,335	R 517,635
ES/065/2012	22		Upgrade MV Network - Umhlali village and surrounds	metres	R 500,000				
ES/066/2012	ALL		Upgrade 2 x 11KV NER	No. of	R 120,000				
ES/067/2012	22		FOXHILL TAFFENI	metres	R 1,500,000				

ES/068/2012	7		Shakaskraal Inland (Gesla / Sampoya / Rainfarm) - Reconstruct 11kV Feeder	metres	R 500,000	R 530,000	R 561,800	R 595,508	R 631,238
ES/069/2012	21/22		Compensation - (Wise / Jordan) 11kV Feeder	metres	R 260,000	R 275,600	R 292,136	R 309,664	R 328,244
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
		Reliability of supply	UPGRADE SUB STATIONS						
			Northern Section						
ES/070/2012	17		Upgrade Bilkis Street Switch room	Project	R 2,222,084				
ES/071/2012	ALL		Upgrading of Substations, Yards and Chambers	No. of	R 394,246	R 417,900	R 442,974	R 469,553	R 497,726
ES/072/2012	ALL		Upgrade Hydrangea Switchroom	Project	R 2,222,084				
ES/073/2012	ALL		Replacement and Grading of protection relays (11kV)	No. of	R 3,856,667				
			Southern Section		R 4,250,913	R 417,900	R 442,974	R 469,553	R 497,726
ES/075/2012			Spare						
ES/076/2012	ALL		Upgrading of Substations, Yards and Chambers	No. of	R 394,246	R 417,900	R 442,974	R 469,553	R 497,726
ES/077/2012			Spare						
ES/078/2012	ALL		Replacement and Grading of protection relays (11kV)	No. of	R 3,856,667				
ES/079/2012			Spare						
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
		Firm Supply Capacity Availability	BULK SUPPLIES						
			Northern Section						

ES/082/2012	24		Groutville Priority 1 Substation Expansion New 33/11kV 10MVA S/S	Project	R 13,403,056				
ES/083/2012	19		KwaDukuza CBD - Switch room and feeders	Project	R 7,875,375				
ES/084/2012	19		KwaDukuza Hesto - Switch room and feeders	Project	R 8,326,000				
ES/085/2012	19		Saunders Street 11kv switchroom and feeders	Project	R 7,692,500				
ES/088/2012	19		Saunders Street /Glenhills 11kV Feeder Cables	metres	R 2,571,000				
ES/091/2012	26		Groutville/Fawsley Substation Operational New Switchroom and feeders	Project	R 5,821,772				
ES/092/2012	10		Thembeni 11 kV Switchroom and feeders	Project	R 5,821,772				
ES/093/2012	3		Chantilly Siyembezi Substation Expansion New Switchroom and feeders	Project		R 3,250,000			
ES/094/2012	15		Sappi - 33kV Switchgear Anti - Corrosion and Silicon Coating	Project			R 500,000		
ES/095/2012	19		Glenhills Lavoipierre - Replace 33kV Cable [6]	metres				R 3,600,000	
ES/096/2012	15		Gledhow Mill Replace 33kV Gang Links/Breakers	Project		R 270,000			
ES/097/2012	11		Tugela/Blythedale/Doornkop Switching Station Contingency Establish new switching station at Tee off -ESKOM	Project				R17,000,000	
ES/098/2012	11		Addington Substation Development New 33/11kV S/S	Project			R 7,500,000		
ES/099/2012	16		Industrial Substation, Upgrade Transformers to 2 x 10MVA	Project	R 9,903,750				
ES/100/2012	19		33kV Feeder Bay Refit - Lavoipierre Substation	Project	R 1,800,000				

ES/105/2012	19		Tie in Temporary Glenhills/Industrial Busbar at Lavoipierre into the 33kV Busbar at Lavoipierre	Project				R 1,300,000	
ES/106/2012	11		Nonoti 33/11kV, 1 x 10MVA Substation Establish	Project		R 949,533	R 17,091,589		R 949,533
ES/107/2012	11		Nonoti 33kV Turn in lines (2 x 95mm XLPE - 9km) and 33kV Feeder Bays at Industrial	metres		R 1,458,089	R 26,245,600		R 1,458,089
ES/108/2012	16		Industrial Substation 3rd 10MVA Transformer	Project		R 459,898	R 8,738,063		
ES/109/2012	22		Palm Lakes 33/11kV, 2 x 10MVA Substation Establish - DEVELOPER	Project		R 1,316,913	R 23,704,439		R 1,316,913
ES/110/2012	22		Palm Lakes 33kV Turn in lines (2 x 185mm XLPE - 6km)- DEVELOPER - R 8 Million	metres					
ES/111/2012	7		Shakaskraal 33kV Feeder Bays for Palm Lakes - Developer	Project			R 168,649		R 3,204,334
ES/112/2012	10		Thembeni 33/11kV, 2 x 10MVA Substation Establish	Project		R 1,395,928	R 25,126,705		R 1,395,928
ES/113/2012	7//09/10		New Dual Circuit 33kV Poplar OHL (5km Shakaskraal to Thembeni)	metres			R 401,420		R 7,626,986
ES/114/2012	24		Groutville Priority One Substation, Upgrade Transformors to 2 x 20MVA	Project			R 1,096,777		R 20,838,760
ES/115/2012	15/24/26		New Dual Circuit 33kV Poplar OHL (3km Stanger to Groutville Priority One)	metres			R 240,852		R 4,576,192
ES/116/2012	19		Glenhills Substation 3rd 10MVA Transformer	Project			R 487,492		R 9,262,347
ES/117/2012	11 & 15		Addington 33kV Turn in lines (2 x 185mm XLPE -	metres			R 1,753,585		R 31,564,53

			8km)						2
ES/118/2012	15		Stanger POS 33kV Feeder Bays for Addington	Project					R 189,494
ES/119/2012	11		Tinley Manor 33/11kV, 2 x 20MVA Substation Establish	Project					R 2,061,400
ES/120/2012	11 & 22		Tinley Manor 33kV Turn in lines (2 x 185mm XLPE - 4km) and 33kV Bays from Palm Lakes	metres					R 1,096,787
ES/150/2012	21		Hilltop - Replace 2x33kV Gang Links	Project		R 90,000			
ES/154/2012	22		New 10MVA (33/11kV Transformers and Breakers) Sheffield Substation	Project					R 30,190,504
ES/155/2012	22		33/11kV Dukuza Intake Sub: Yard & Switching Station & Injection	Project	R 38,000,000				
ES/157/2012	7/22/23		Sheffield Sub / Bulk Supply Joint Venture (Council Contribution)	Project					
ES/158/2012	22		11kV Cables from Sheffield Sub to THE VILLAGE S/R	metres	R 6,800,000				
ES/159/2012	6		Ballito old CBD 11KV Switchroom and feeders	Project	R 9,272,000				
ES/163/2012	6		Ballito Main - Replace 3x33kV Cct. Breakers	Project	R 450,000				
ES/165/2012	21		Cartreff Substation Development New 33/11kV S/S (Move Hilltop to new site - Dependant on Cartreff)	Project				R 895,786	R 17,019,927
ES/166/2012	22		Dukuza 132/33kV, 2 x 80MVA Bulk Supply Substation Establish - ESKOM	Project			R 20,152,306	R 2,239,145	
ES/167/2012	6		Ballito Substation: Replace 33kV Surge Arresters	Project	R 450 000				

ES/168/2012	22		Imbonini Substation 3rd 10MVA Transformer (Use Transformer from Sheffield?)	Project					R 516,741
ES/169/2012	22		Sheffield Substation, Upgrade Transformers to 2 x 20MVA	Project					R 1,096,777
ES/170/2012	7		Shakaskraal 132/33kV Bulk Supply Substation, upgrade Transformers to 2 x 80MVA	Project			R 2,071,442	R 18,642,975	
ES/193/2012	ALL		Pole Replacement - OHL	No. of	R 60,000	R 63,600	R 67,416	R 71,461	R 75,749
ES/194/2012	ALL		Pole Replacement - Street Lighting	No. of	R 60,000	R 63,600	R 67,416	R 71,461	R 75,749
ES/196/2012	ALL		Pole Replacement - OHL	No. of	R 60,000	R 63,600	R 67,416	R 71,461	R 75,749
ES/197/2012	ALL		Pole Replacement - Street Lighting	No. of	R 60,000	R 63,600	R 67,416	R 71,461	R 75,749
					YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
		Provide access to electricity	Electrification Projects						
ES/198/2012	ALL		DME Electrification	No. of	R 4,000,000	R 4,240,000	R 4,494,400	R 4,764,064	R 5,049,908
ES/199/2012	ALL		KWADUKUZA INFILLS		R 1,800,000	R 1,908,000	R 2,022,480	R 2,143,829	R 2,272,459
ES/200/2012	10,11,12		Ten Acre Self Build Housing Project (incl Dube Village)	No. of					
ES/201/2012	11		Nonoti Mouth (500 units)	No. of		R 2,500,000	R 2,650,000	R 2,809,000	R 2,977,540
ES/202/2012	14/24		Groutville Priority 5 (1000 units)	No. of		R 2,500,000	R 2,650,000	R 2,809,000	
ES/203/2012	10 & 24		Aldinville (600 units)	No. of					
ES/204/2012	14/24		Groutville Priority 1 Phase 2,3 and 4 (3000 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/205/2012	14/24		Groutville Priority 1 Phase 5,6 and 7 (3000 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908

ES/206/2012	12		Ethafeni (850 units)	No. of				R 4,764,064	R 5,049,908
ES/207/2012	9 & 12		Chief Albert Luthuli Rural (1000 units)	No. of		R 1,325,000			R 1,250,000
ES/208/2012	5 & 17		Lindelani (303 units)	No. of					
ES/209/2012	5 & 18		Shakaville Extension (150 Units)	No. of			R 1,500,000		
ES/210/2012	14/24		Melville Gledhow Compound (1500 Units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/211/2012	9		Mgigimbe (500 units)	No. of		R 1,250,000	R 1,325,000		
ES/212/2012	10 & 11		Charlottedale (2000 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/213/2012	19		Thornhill (2300 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/214/2012			Groutville Priority 2 (1000 units)	No. of		R 2,500,000	R 2,650,000	R 2,809,000	
ES/215/2012	5 & 18		Mbozamo Extension(272 units)	No. of		R 1,500,000	R 1,500,000		
ES/216/2012	16 & 19		Rocky Park (1000 units)	No. of		R2,856,000	R2,856,000	R2,856,000	
ES/217/2012	7		Etete Phase 4 (1800 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/218/2012	11		Etsheni/Njekane (1000 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
ES/219/2012	9		Mnyundwini (1000 units)	No. of			R 4,494,400	R 4,764,064	R 5,049,908
		Provide access to electricity	Eskom Area (not included in Council Budget. Use to Secure DoE Funding)						
ES/220/2012	1		Sokesimbone (1000 units)	No. of	R2 000 000	R2 000 000	R2 000 000	R2 000 000	
ES/221/2012	2		Nyathikazi (1000 units)	No. of	R 2,000,000	R2 000 000	R2 000 000	R2 000 000	
ES/222/2012	3		Sakhamkhanya (2000 units)	No. of	R 4,000,000	R4 000 000	R4 000 000		
ES/223/2012	3		Sakhamkhanya Phase 2 (3000 units)	No. of	R 4,000,000	R4 000 000	R4 000 000	R4 000 000	R4 000 000
ES/224/2012	21 & 22		Driefontein (1500 units)	No. of		R4 000 000	R4 000 000		
ES/225/2012	21 & 22		Driefontein Wewe (1000 units)	No. of			R2 000 000	R2 000 000	
ES/226/2012	21 & 22		Driefontein Phase 1 (5000 units)	No. of					R4 000 000
ES/227/2012	21 & 22		Esenembe Human Settlement Project (2000 Units)	No. of			R4 000 000	R4 000 000	R4 000 000

		Legal Obligations - Services Agreements	Private Township Projects (Refunds)		R 7,528,070.18	R 921,052.63	R 0.00	R 0.00	R 0.00
			Northern Section		R 1,107,017.54	R 307,017.54	R 0.00	R 0.00	R 0.00
ES/228/2012	3		Prince's Grant – Electricity Reticulation	Payment	R 800,000.00				
ES/229/2012	16		Doctorskop : Phase II : Extension 31	Payment	R 307,017.54	R 307,017.54			
			Southern Section		R 6,421,052.63	R 614,035.09	R 0.00	R 0.00	R 0.00
ES/230/2012	6		Avondale	Payment	R 307,018				
ES/231/2012	22		Zimbali	Payment	R 307,018	R 307,018			
ES/232/2012	6		Extension 5 Ballito (Seaward Estate)	Payment	R 307,018	R 307,018			
ES/233/2012	6		Ballito Business Park PH-1, PH2, &PH3	Payment	R 5,500,000				

9.11. Sports and Recreation Backlogs

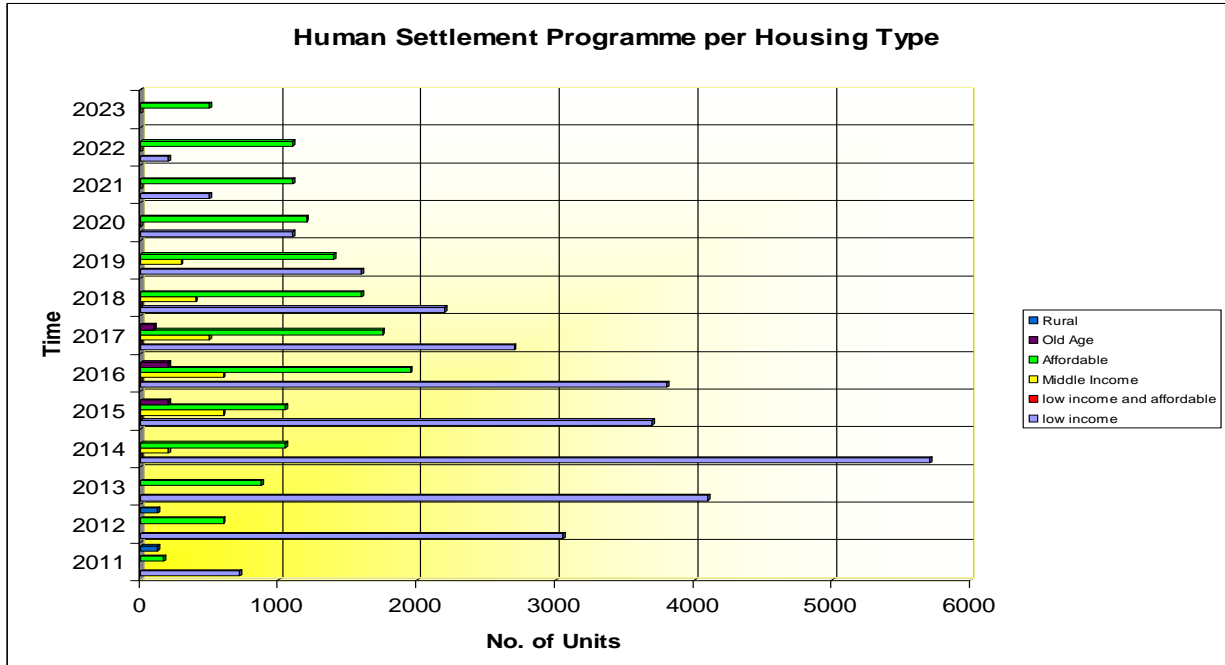
KwaDukuza municipality regards sport as an important contributor towards building a social cohesion as well as a social capital among young people and adults within communities of KwaDukuza area. Like in all communities around the globe, KwaDukuza municipality has over the years used sport as a practical tool to unite, organize, mobilize and engage the young people in their communities through sporting events, resulting in higher levels of participation, leadership, community engagement and altruism among young people. Sport has further been used to bridge the gender, ethnical and racial divides amongst the people of KwaDukuza through offering equal opportunities to sport programmes regardless of gender, ethnicity and race.

It is important to note that KwaDukuza municipality shall integrate sport development to its youth development programme. Sport is generally used as an attractive activity for young people, and it is often used as a draw card to recruit children and young people to health and education programmes, and it is the intention of KwaDukuza to use sport a tool to promote healthy living styles and for fighting diseases such as tuberculosis and **HIV & AIDS**. Sport will therefore be used as a means to deliver educational messages to both participants and spectators. This will therefore require that KwaDukuza municipality completes strengthens its **HIV & AIDS** policy amongst other things.

Indoor Center (Basketball, Badminton, Gymnastics, Boxing, Table Tennis Etc.)	Outdoor Combo Court (Netball, Volleyball, Basketball, Tennis Etc.)	Football /Rugby Fields	Athletics (Compacted Track)	Cricket Oval	Swimming Pool (Standard/ Heated)	School sports facilities
KwaDukuza Central	Darnall Sokesimbone Sakhamkhanya Nyathikazi Lindelani Shakaville Mdoniville Stanger Manor Glenhills Ntshawini Chris Hani Aldinville Etete Shayamoya Shakashead Driefontein Madundube/Ashville	KwaDukuza Recreational Grounds (Upgrade Sokesimbone Darnall (Upgrade) Sakhamkhanya Nyathikazi Lindelani (Upgrade) Shakaville (Upgrade) Mdoniville Glenhills Chris Hani Aldinville Etete Shayamoya Rocky Park Madundube/ Ashville Gledhow Rugby Field (Upgrade) Nkobongo	KwaDukuza Recreational Grounds Shakaskraal Driefontein Madundube/Ashville	Shakaskraal KwaDukuza CBD	Ward 12 – EThebeni Etete	Nonhlevu High School Iziphozethu High School (Combo Court and Netball Court) Darnall Primary School Sports Complex

9.12. Housing Backlog

KwaDukuza is the economic hub of the ILembe District Municipality and because of this reason most people from other parts of the District find it to their advantage to come and settle in KwaDukuza in pursue of both housing and job opportunities. The current low income housing backlog in KwaDukuza is 37 000 units, but the Municipality is in the process of finalizing the delivery of approximately 9000 units. The natural growth in the area is in the region of 4%, and together with relatively small average household sizes, it leads to a situation where demands for new housing units are ever increasing.



If housing delivery continues at its current pace, then the backlog will remain over a period of 10-15 years, and increase dramatically thereafter if delivery is not significantly increased. KwaDukuza Housing Demand Database suggests that the total housing backlog in KwaDukuza is sitting at 68000. This number is made out of:

- **37 000:** for low income housing;
- **16 000:** for affordable housing;
- **10 000:** for both social housing and community residential units;
- **5 000:** for old age rental accommodation.

KwaDukuza is committed at building vibrant communities throughout its area of jurisdiction. A lot has been done in as far as the provision of housing is concerned, but there are number of factors that make the addressing of housing far from over. The following are some of the challenges that KwaDukuza Municipality is faced with in as far as housing is concerned:

- There is a scarcity of land to build houses or in cases where land is available, the landowners are asking for extremely high prices.
- There are landowners, who have regarded shack farming as an income generating activity. These landowners do so without providing basic services like water, sanitation, roads, etc. In most instances, these people are living in very squalor conditions. This then necessitates KwaDukuza Municipality to become proactive in providing decent living conditions for these people.

To service just the current projects on the human settlement programme will require the following financial injections:

- Land acquisition = R59 million rand over the next 4 to 5 financial years; and
- Bulk, link and internal reticulation services to the value of over R2.5 billion rand. This equates to approximately R69 000 per low income housing unit at today's prices. It is especially notable how big the component of Municipal Contributions is in this equation.
- The current anticipated housing supply rate of KwaDukuza Municipality is expressed in the information provided in the table and graph below for each of the categories of low income and affordable human settlement that qualify for assistance in terms of the Integrated Human Settlement Policy and FSC Policies of Government.

Year	Housing supply low income	Housing supply affordable income	Rural Housing Supply	Old Age	Affordable / Middle Income
2012	3053	600	125		
2013	4100	872			
2014	5700	1050			200
2015	3700	1050		200	600
2016	3800	1950		200	600
2017	2700	1750		100	500
2018	2200	1600			400
2019	1600	1400			295
2020	1100	1200			
2021	500	1100			
2022	200	1100			
2023		500			
Total	29373	14340	250	500	2595

HUMAN SETTLEMENT						SHORT TERM	MEDIUM TERM		LONG TERM
IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	BUDGET	KPI	2012/13	2013/14	2014/15	2015/16
HS/O01/2012	10	Insitu-Upgrade	Aldenville	R827 900 00	Houses				
HS/O02/2012	11	Insitu-Upgrade.	Charlottedale	R66 772 040.00	Planning Services Houses and Transfers	R2 514 440	R12 255 960	R28 997 160	R23 004 480
HS/O03/2012	15	Chris Hani	Chris Hani	R95 096 920.00	Planning Services Houses and Transfers	R20 090 800	R28 997 160	R28 997 160	R17 011 800
HS/O04/2012	21	Insitu-Upgrade	Driefontein	R110 973 960.00	Planning Services Houses and Transfers	R27 977 600	R28 997 160	R28 997 160	R25 002 040
HS/O05/2012	12	Insitu-Upgrade	Ethafeni		Houses	R4 926 605			
HS/O06/2012	11	Insitu-Upgrade	ETsheni, Njekani (Priority 2)	R99 205 935.00	Services Houses and Transfers	R48 599 280	R36 936 000	R13 350 655	R 320 000
HS/O07/2012	5	Slum Clearance	Extension 36	R4 000	Transfers	R4 000			
HS/O08/2012	5	Slum Clearance	Extension 46	R16 000	Transfers	R16 000			
HS/O09/2012	20	Slum Clearance	Etete Phase 4	R75 590 680.00	Planning Services Houses and Transfers	R7 930 640	R17 655 960	R28 997 160	R21 006 920
HS/O10/2012	5	Insitu-Upgrade	Lindelani	R408 400.00	Connections and Transfers	R408 400	R0.00	R0.00	R0.00
HS/O11/2012	14	Slum Clearance	Lloyds	R95 096 920.00	Planning Services Houses and Transfers	R20 090 800	R28 997 160	R28 997 160	R17 011 800
HS/O12/2012	27	Insitu -Upgrade	Madundube	R82 863 120.00	Planning Services Houses and Transfers	R6 181 520	R15 980 480	R21 006 920	R39 694 200
HS/O13/2012	22		Mellowood Park	R39 674 000.00	Planning Services Houses and Transfers	R11 081 000	R17 011 800	R11 341 200	R 240 000
HS/O14/2012	9	Insitu-Upgrade	Mnyundwini (Priority 5)	R93 201 280.00	Services Houses and Transfers	R48 599 280	R30 943 320	R13 338 680	R 320 000
HS/O15/2012	11	Insitu-Upgrade	Njekani/eTsheni	R85 231 015.00	Services Houses and Transfers	R42 606 600	R30 943 320	R11 361 095	R 320 000
HS/O16/2012	8	Slum Clearance	Nkobongo P1	R 2 400	Transfers	R 2 400			
HS/O17/2012	8	Slum Clearance	Nkobongo P2	R 40 000	Transfers	R40 000			
HS/O18/2012	3	Insitu-Upgrade	Nonoti Mouth	R39 780 000	Planning Services Houses and Transfers	R16 751 600	R22 628 400	R 400 000	R0.00
HS/O19/2012	3	Insitu-Upgrade	Nyathikazi	R79 390 000	Planning Services Houses and Transfers	R6 181 520	R13 750 840	R32 940 880	R26 516 760
HS/O20/2012	19		Rocky Park	R148 443 160	Planning Services Houses and Transfers	R32 975 340	R17 011 800	R9 800 020	R456 000
HS/O21/2012	1	Insitu-Upgrade	Sakhamkhanya Phase 1	R76 841 600	Services Houses and Transfers	R12 662 060	R30 943 320	R33 076 220	R160 000
HS/O22/2012	18	Consolidation (Insitu-Upgrade)	Senzangakhona	R3 336 940	Houses and Transfers	R1 701 180	R1 587 760	R48 000	R0.00
HS/O23/2012	4	Slum Clearance	Shakashead	R357 084	Houses	R357 084	R0.00	R0.00	R0.00

			Phase 1						
HS/O24/2012	4	Slum Clearance	Shakashead Phase 2	R1 376 192	Houses and Transfers	R816 192	R 560 000	R0.00	R0.00
HS/O25/2012	23	Slum Clearance	Shayamoya Phase 2	R308 472	Houses and Transfers	R308 472	R0.00	R0.00	R0.00
HS/O26/2012	19		Old Age Home	R 600 000	Maintenance and Repairs	R150 000	R 150 000	R 150 000	R 150 000
HS/O27/2012	18		Hostels	R600 000	Maintenance and Repairs	R150 000	R 150 000	R 150 000	R 150 000
HS/O28/2012			Capacity Building	R400 000	Empowering Communities.	R100 000	R 100 000	R 100 000	R 100 000
HS/O29/2012	1	Rural Insitu- Upgrade	Sokesimbone	R39 754 120	Planning Services and Houses	R18 064 080	R19 847 100	R 18 429 400	R 0.00
HS/O30/2012	13	Slum Clearance	Steve Biko Phase 1	R6 400	Transfers	R6 400	R0.00	R0.00	R 0.00
HS/O31/2012	13	Slum Clearance	Steve Biko Phase 2	R34 856 600	Planning Services Houses and Transfers	R2 186 400	R3 995 120	R11 663 280	R17 011 800

Chapter 10

Financial Planning & Budget

10.1. Introduction

The five year plan reflects the municipality's ongoing effort to provide the highest quality of service in daily operations. Thus the municipality recognized that in order for the services to be provided at the best level possible the Integrated Development Plan (IDP) must be linked to a financial plan. Furthermore, it was recognized that without the financial plan, the IDP would be incomplete since the financial plan will give an indication of the financial ability of the municipality.

The financial plan together with the IDP is reviewed annually as per S21 of the Municipal Finance Management Act no 32 of 2000 and in terms of S34 of the Municipal Systems Act no 32 of 2000 taking into account the realistic revenue and expenditure projections for future years. This annual review is as a result of the relevant regulations and the financial commitments and priorities which differ from year to year.

10.2. Operating and Capital Budget Estimates

The five year financial plan includes an Operating Budget and the Capital Investment Programme per source of funding for the Medium Term Revenue and Expenditure Framework ending June 2017 (5 years starting from 2012/2013 to 2016/2017). The estimates are guided by a National Treasury Gazette and Priorities from IDP.

10.3. Budget Assumptions: -

In the compilation of the Draft MTREF, the following influencing factors were taken into account:

- Normal inflationary increases and economic pressures, especially
 - Higher fuel prices
 - Higher unemployment rate
 - Global Recession
- Zero-based and incremental budgeting for 2012/2013

- Zero-based budgeting is defined as a process where every department function is reviewed comprehensively and each expenditures must be approved, rather than increased
It requires the budget request to be justified in complete detail by each department rather than just increasing its expenditure from the previous year
- Property rates increase of
 - 8% in 2013/2014
 - 3% in 2014/2015
- Effect of ring-fencing of the Electricity Services
- Electricity tariffs for Revenue are based on submissions lodged with NERSA and the municipality is still awaiting approval of the tariff structure. Overall, the Council proposes a range of increases between 16% - 19% in the Electricity tariffs.
- The municipality will not be implementing the inclining block tariff structure.
 - Bulk purchases for electricity has increased by 15% in 2012/2013 due to Eskom's tariff increase
- Supply and distribution of electricity will continue under the municipal licence over duration of the MTREF
- Refuse removal tariff increases as follows
 - 10% in 2012/2013
 - 7% in 2013/2014
 - 6% in 2014/2015
- Provision for a 5% increase for all staff remuneration costs, including MSA Section 57 employees
- Partnership programmes with the National and Provincial Government
- Primary Health Care function remains within the Council of KDM over the MTREF
 - It must be mentioned, however, that the provincial allocation made in terms of the Health Subsidy for 2012/13 is a mere R1 250 000 whilst expenditure for Clinics amount to R 11 004 817. This represents a 11,36% cost recovery.
- Major revisions to the current organogram cannot be implemented due to severe budgetary constraints.
- There will be no changes made to the present powers and functions of the KDM during the budget year.
- The average long-term cost of borrowings is 11,78%
- The municipality is able to maintain its current high debt collection rates.

10.4. Significant External Factors

- There is a slow recovery from the recession
- Increasing fuel prices, with high Brent crude oil prices
- Strong commodity demand and general investor reallocation
- The repo-rate has stabilized and has probably bottomed out.
- Currency fluctuations

- Household consumption is Electricity for the duration of the MTREF
- GDP estimates for the duration of the MTREF

10.5. Basis and Methodology for Forecasting Budget Projections

In terms of Chapter 4, Section 16, of the MFMA, the operational and capital budgets for the 2012/2013 financial year, and the two subsequent years, attached hereto have been prepared according to the Municipal Budget and Reporting Regulations as gazetted in Government Gazette No. 32141 published on 17 April 2009 and the National Treasury Circular no. 58.

10.6. Alignment with GRAP

The draft MTREF is in line with the requirements of the GRAP standards.

Benchmarks for Key Performance Indicators

The following benchmarks have been approved by the council:

	KDM Benchmarks
Current Ratio	2:1
Cash Coverage of the Short-term portion of Long-term Liabilities	R 2 000
Short-term Debt as a % of Revenue	16,6 %
Cash-funded	160 %
Debtors' Movement	0 %
Average Collection Period	60 days
Debt Ratio	25 %
Capital Cost Burden	15 %
Total Long-term Debt as a % of Total Revenue	25 %
Long-term Assets	100%
Cash Flow to Total Debt	48 %
Creditors Test	30 days
Staff Costs	35 %
Salary & Bulk Purchases Coverage	1200 %
Fixed Cost Coverage	6 times

10.7.

BUDGET ESTIMATES:

Below is the Operating Budget Estimate for a 3 year period starting from 01 July 2012 to 30 June 2015

KZN292 KwaDukuza - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description R thousand	2012/13 Medium Term Revenue & Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Revenue By Source	R'000	R'000	R'000
Property rates	233,999	253,521	259,852
Property rates - penalties & collection charges	6,200	6,696	7,232
Service charges - electricity revenue	487,441	539,447	578,965
Service charges - water revenue	—	—	—
Service charges - sanitation revenue	—	—	—
Service charges - refuse revenue	42,588	45,569	48,304
Service charges - other	390	421	455
Rental of facilities and equipment	1,515	1,634	1,762
Interest earned - external investments	16,649	18,896	21,351
Interest earned - outstanding debtors	1,700	1,836	1,983
Dividends received	—	—	—
Fines	3,418	3,692	3,987
Licences and permits	6,616	7,015	7,573
Agency services	—	—	—
Transfers recognised - operational	97,470	83,507	89,653
Other revenue	24,846	25,290	27,284
Gains on disposal of PPE	—	—	—
Total Revenue (excluding capital transfers and contributions)	922,833	987,524	1,048,401
Expenditure - Standard			
Governance and administration	121,334	136,340	136,232
Executive and council	56,429	64,885	62,887
Budget and treasury office	34,842	38,644	38,235
Corporate services	30,064	32,812	35,110
Community and public safety	163,982	176,391	188,134
Community and social services	18,139	19,168	20,336
Sport and recreation	52,287	56,245	60,233
Public safety	73,247	79,304	84,490
Housing	5,363	5,741	6,142
Health	14,946	15,933	16,934
Economic and environmental services	106,363	94,985	102,871
Planning and development	31,841	32,910	35,010
Road transport	74,523	62,075	67,862
Environmental protection	—	—	—
Trading services	531,129	579,777	621,113
Electricity	474,321	518,365	555,552
Water	—	—	—
Waste water management	—	—	—
Waste management	56,809	61,412	65,561
Other	—	—	—

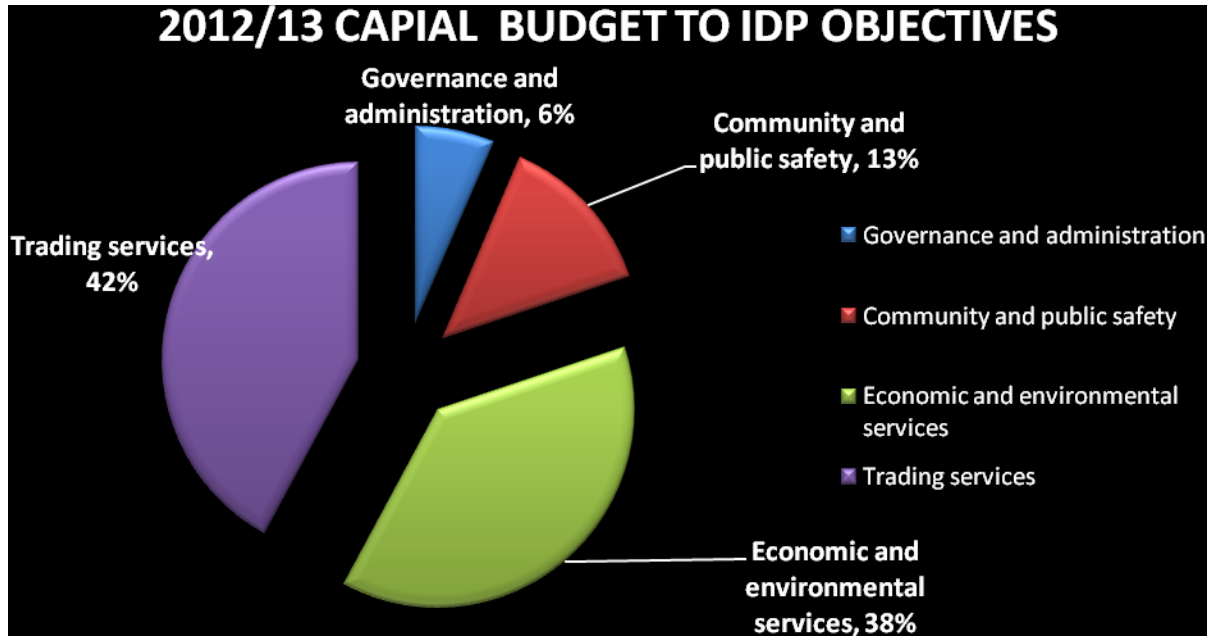
Total Expenditure - Standard	922,809	987,493	1,048,350
Surplus/(Deficit) for the year	24	31	51

Table 3: Capital Budget Estimate – Funding by standard classification – 2012/13 – 2014/15

KZN292 KwaDukuza - Table A5 Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description R thousand	2012/13 Medium Term Revenue & Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
	R'000	R'000	R'000
<u>Capital Expenditure - Standard</u>			
<i>Governance and administration</i>	26,044	929	7,692
Executive and council	20,906	–	7,092
Budget and treasury office	188	229	–
Corporate services	4,950	700	600
<i>Community and public safety</i>	54,692	43,473	39,043
Community and social services	11,564	4,773	2,673
Sport and recreation	8,527	2,500	1,500
Public safety	4,761	6,200	4,870
Housing	29,840	30,000	30,000
Health	–	–	–
<i>Economic and environmental services</i>	154,357	109,281	92,205
Planning and development	230	6,030	1,000
Road transport	154,127	103,251	91,205
Environmental protection	–	–	–
<i>Trading services</i>	170,880	31,886	98,050
Electricity	169,380	29,336	97,250
Water	–	–	–
Waste water management	–	–	–
Waste management	1,500	2,550	800
<i>Other</i>			
Total Capital Expenditure - Standard	405,972	185,570	236,990
<u>Funded by:</u>			
National Government	–	–	–
Provincial Government	93,624	73,078	76,284
District Municipality	–	–	–
Other transfers and grants	–	–	–
Transfers recognised - capital	93,624	73,078	76,284
Public contributions & donations	–	–	–
Borrowing	175,164	27,619	68,587
Internally generated funds	137,185	84,873	92,119
Total Capital Funding	405,972	185,570	236,990

Figure 1: IDP strategic objective and the capital budget – 2012/13



TOTAL

Vote Description	MTREF 2013 TO 2015				
	CAPITAL		OPERATING		TOTAL
	R'000	%	R'000	%	R'000
Governance and administration	34,665	4%	393,906	13%	428,572
Community and public safety	137,208	17%	528,507	18%	665,715
Economic and environmental services	355,843	43%	304,220	10%	660,063
Trading services	300,816	36%	1,732,019	59%	2,032,835
TOTAL	828,533	100%	2,958,652	100%	3,787,185

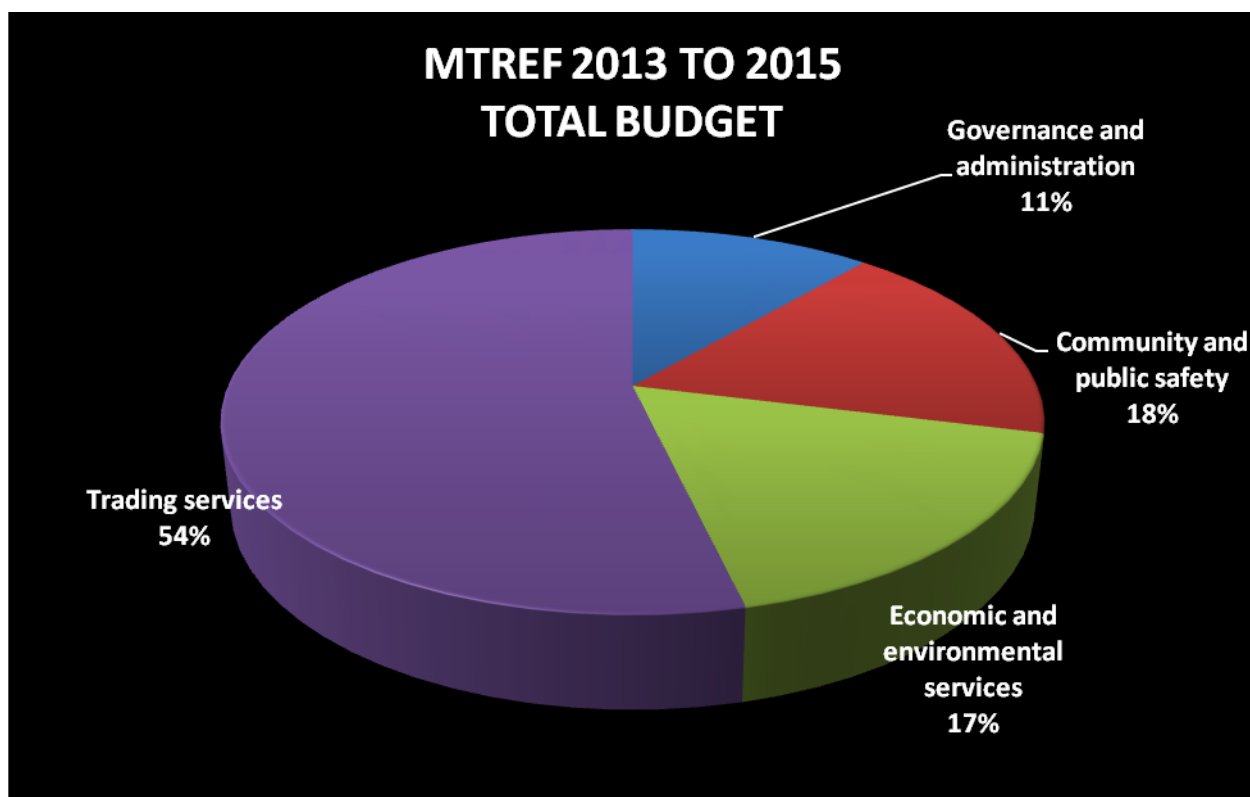


Figure 2: Budgeted Funding per Department – 2012/13

Vote Description R thousand	2012/13 Medium Term Revenue & Expenditure Framework		
	Budget Year 2012/13	TOTAL	
<u>Revenue by Vote</u>	OPERATING	CAPITAL	
<u>Expenditure by Vote to be appropriated</u>			
Vote 1 - Municipal Manager	6,015	20,232	26,247
Vote 2 - Corporate Services	60,020	4,950	64,970
Vote 3 - Finance	34,842	188	35,030
Vote 4 - Economic Development and Planning	48,707	37,015	85,722
Vote 5 - Municipal Services	203,216	8,404	211,620
Vote 6 - Technical Services	533,138	333,322	866,460
Vote 8 - Corporate Governance	15,284	574	15,858
Total Expenditure by Vote	901,222	404,685	1,305,907

10.8. Debt Management Framework

Table 3: Debt Management Framework from 2010:2012

KZN292 KwaDukuza - Supporting Table SA17 Borrowing

Borrowing - Categorized by type R thousand	Current Year 2011/12			2012/13 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
Parent municipality						
Long-Term Loans (annuity/reducing balance)	6,558	6,558	6,558	4,755	3,828	2,829
Long-Term Loans (non-annuity)	300,609	119,923	119,923	259,533	396,491	482,369
Local registered stock	—	—	—	—	—	—
Installment Credit						
Financial Leases						
PPP liabilities						
Finance Granted By Cap Equipment Supplier						
Marketable Bonds						
Non-Marketable Bonds						
Bankers Acceptances						
Financial derivatives						
Other Securities						
Municipality sub-total	307,166	126,480	126,480	264,288	400,319	485,198

10.9. Grants

Some of the KwaDukuza Municipality's objectives are funded in the form of grants and subsidies. The Division of Revenue Bill outlines the equitable division of revenue raised nationally among the national, provincial and local spheres of government for the 2012/13 financial year onwards.

Table 4: Division of Revenue Act Allocations (DORA) from 2012:2013

Below are grants which have been allocated to KwaDukuza Municipality by National, Provincial Treasury and other Government departments. Housing Grant can only be claimed when all housing related processes are met. Included are grants which rolled over from the 2011/12 financial year.

KZN292 KwaDukuza - Supporting Table SA18 Transfers and grant receipts

Description R thousand	2012/13 Medium Term Revenue & Expenditure Framework		
	Budget Year 2012/13	Budget Year +1 2013/14	Budget Year +2 2014/15
RECEIPTS:			
-			
<u>Operating Transfers and Grants</u>			
National Government:	95,949	80,563	86,548
Local Government Equitable Share	72,649	77,913	83,848
Municipal Systems Improvement	800	900	950
Finance Management	1,500	1,750	1,750
EPWP Incentive	1,000	-	-
NDPG Operational			
MIG Transfer to Ilember	20,000		
Provincial Government:	1,521	3,444	3,605
Health subsidy	-	-	-
Provincialization of Libraries	1,281	2,690	2,838
Museum subsidy	134	143	151
Community Library Services Grant	106	111	116
Operational support for Thusong Centre	-	500	500
District Municipality:	-	-	-
<i>[insert description]</i>			
Other grant providers:	-	-	-
<i>Rates, Museum and Libraries</i>			
Total Operating Transfers and Grants	97,470	84,007	90,153
<u>Capital Transfers and Grants</u>			
National Government:	43,149	43,078	46,284
Municipal Infrastructure Grant (MIG)	15,149	37,078	39,222
Neighbourhood Development Partnership	20,000	6,000	7,062
Electricity Demand Side Management Grant	8,000	-	-
INEP			
Provincial Government:	50,475	30,000	30,000
Sports & Recreation	150	-	-
CRU Programme	29,825	30,000	30,000
Provincial Security - MPCC			
Rehabilitation of KwaDukuza Museum	4,500	-	-
Roads - P445	16,000	-	-
District Municipality:	-	-	-
<i>[insert description]</i>			
Other grant providers:	-	-	-

<i>Rates, Museum and Libr</i>			
Total Capital Transfers and Grants	93,624	73,078	76,284
TOTAL RECEIPTS OF TRANSFERS & GRANTS	191,094	157,085	166,437

10.10. Financial Strategy

The financial policy of KwaDukuza Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of the municipal services for the community of KwaDukuza. It is the goal of the Municipality to achieve strong financial position with the ability to withstand local and regional economic impacts, adjust effectively to the community's changing service requirements, and manage the municipality's budget and cash flow to the maximum benefit of the community and provide high level of protective services to assure public health and safety.

KwaDukuza Municipality's financial policies will address the following goals:

- To keep the municipality in a fiscally sound position in both long and short term;
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;
- Apply credit control policies which maximizes collection while providing relief for the indigent; and
- Credit policy that recognizes the basic policy of customer care and convenience.
- Maintaining existing infrastructure and capital assets

10.11. General Strategies

10.11.1. Social Responsibility

The social responsibility focuses on the empowerment and transformation of the public. For example when the municipality is awarding tenders, they will enter into agreements with suppliers/partners who will demonstrate a significant and continuing contribution to the empowerment of the previously disadvantaged local communities.

A customer complaint, suggestions and compliments programme that was introduced in the 2007/08 year is still running and is consistently monitored. This is to ensure the municipality is reaching out to its community in every possible way.

10.11.2. Increasing the Level of Confidence in Investors

For any investors to have their monies invested in any area, they need to see the ability that the municipality is financially disciplined. They want to see that their investments will be protected and then obviously profitable.

This includes adherence to statutory requirements, the assurance that the financial statements are prepared timeously and a good record of unqualified reports. Indeed KwaDukuza Municipality has displayed all of these and for five years in a row has produced financial statements which has lead to six unqualified reports (2005/06, 2006/07, 2007/08, 2008/09, 2009/10 AND 2010/11). This Municipality is confident that for the 2011/12 financial year as well they will indeed be going for another unqualified report.

10.11.3.1. Revenue Adequacy and Certainty

It is of vital importance that the municipality has adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions. The Division of Revenue Act (DORA) has laid out the level of funding from National Government that will be received for the **2012/13 to 2013/14** financial years. Knowledge of the resources of funds will illustrate the Municipality's position more accurately.

- **Cash/Liquidity Position**

Cash management is crucial for the short and long-term survival and good management of the organization. To assess the financial standing of the municipality, a current ratio will be used which expresses the current assets as a proportion to current liabilities. A current ratio of more than 2:1 is considered to be healthy. At the moment the municipality is currently sitting at 2:1

- **Sustainability**

The municipality should ensure that the budget is balanced – revenue is greater than the expenditure. Services provided at all levels should be affordable. However, subsidies need to be made available to the indigent who cannot even pay for a quarter of their service costs so that they can have access to at least basic services.

- **Accountability, Transparency and Good Governance**

KwaDukuza Municipality is responsible to the people who provide the resources, for what they do with those resources. The budget process and other financial decisions should be open to the public participation. Also, it is critical that the accurate information is produced within acceptable time-frames. KwaDukuza should also refer to the Local Government Turnaround Strategy to enhance its accountability.

- **Equity and Redistribution**

KwaDukuza Municipality must treat people fairly and justly when it comes to the provision of services. In the same way that KwaDukuza Municipality should be treated, equitably by the national and provincial government when it comes to the inter-governmental transfers. KwaDukuza must ensure that redistributions are in line with the IDP as being reviewed for the provision of services.

10.12. Asset Management Strategies

The Municipality must ensure that the asset management system is fully implemented and functional. There is a need for the municipality to identify all the unutilized assets so that they can be disposed of. The status of the asset register review process and asset verification will start in March for the 2009/10 financial year. This is an ongoing process done by KwaDukuza Municipality and consultants from Ducharm Consulting (Pty) to ensure we comply with required standards. The municipality plan to appoint the asset accountant and two asset clerks at the end of this financial year (being 2010/11) to ensure full compliance with the MFMA and GRAP/GAMAP standards.

The Municipality is utilizing computerized asset management software and already in the process of investigation, identification and implementation of the suitable integrated asset management system. This will also include the capture of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of GRAP/GAMAP requirements.

10.13. Financial Management Strategies

The following are some of the more significant programmes that have been identified and some are in place already:

- Budget and community consultation processes
- Review and implementation of internal process in relation of GRAP/GAMAP
- Review and update of asset and accounting policies and procedures
- Acquisition of an asset management software
- Training and development of finance and other staff eg. Customer care training – this will help obtain the required skills to ensure cost effective and efficient service to the community of KwaDukuza.
- Financial Management Internship Programme

10.13.1. Borrowing Costs

Maximum average borrowings ratio is 11.66 % inclusive of projects for the next three years. The funding is earmarked for 2 directorates with a funding of approximately R58m in respect of the upgrade of roads in all 27 roads to implement the Roads master plan in the civil department. The amount of R145, 6m is for Technical Services' and it will be used for electricity infrastructure upgrade in terms of the electricity master plan and R3m earmarked for council fleet in Municipal services. For the next three years the total for external loans will be R 485,198 million according to the IDP and the MTREF and internal funding will be approximately R385 m on capital allocation.

10.13.2. Assets

National Treasury issued guidelines in respect of asset management. Complying with these draft regulations will necessitate amendment of the existing organogram.

10.13.3. Budgets

National Treasury has published draft budget regulations in accordance with the relevant provisions of the MFMA and this too will result in the organogram changes of finance directorate in order to effectively deal with these budget regulations, which KwaDukuza Municipality must comply with during the 2010/11 financial year. KwaDukuza Municipality complied with the National Treasury Budget and Regulation formats introduced in 2010/11.

10.13.4. Financial Statements

With effect from 2008/09 financial year, KwaDukuza Municipality as a High Capacity Municipality has to fully comply with the standards of GRAP. In order to show effective compliance with these and other standards will also necessitate an amendment to the finance organogram.

10.14. Financial Management Policies

10.14.1. Budget Policy

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipal's priorities in the formulation of the draft and the final budget document proposal.

A budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

10.14.2. Credit Control Policy

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts. KwaDukuza Municipality approved the credit control in February 2008 and amended Credit Control Policy has to be tabled to council annually.

The principles supported in this policy are:

- An administrative integrity of the municipality must be maintained at all costs. The democratically elected councilors are responsible for policy making, while it is the responsibility of the Municipal Manager to ensure the execution of these policies.
- Consumers are required to fill in an application form, requesting the municipality to connect them to service supply lines.

10.14.3 Indigent Policy

The criterion for benefits under this scheme is part of the credit control policy. An indigent is kept up to date in a form of a monthly register and a separate indigent policy has been developed in line with this.

The survey forms to qualify for the indigent support must be completed annually. The Municipality may annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request de-registration.

10.14.4. Tariff Policy

The purpose of this policy is to ensure that a uniform tariff is applied to the municipal area of jurisdiction.

10.14.5. Rates Policy

This has been implemented with the Municipal Property Rates Act with effect from 1 July 2007. Policy has to be reviewed annually when the draft budget is submitted.

10.14.6. Free Basic Services

Indigent households receive 75 KWH of electricity free each month. Refuse for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

10.14.7. Payment Points

Payment can be made electronically by debit orders, internet and stop orders. Payments can be made at any point where there is an easy pay sign, using the deposit slip on the statement to pay at any First National Bank and the post office. KwaDukuza and Ballito municipal offices are also used as pay points as well.

10.15. Investment Policies

Every municipal council and its body is in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 is required to draft the Municipal's investment regulations. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. KwaDukuza Municipality will not invest more than 30% of available funds with a single institution. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

- Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
- Securities issued by the National Government;
- Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
- A Municipality's own stock or similar type of debt;
- Internal funds of a Municipality which have been established in terms of a law to pool money available to the Municipality and to employ such money for the granting of loans or advances to departments within a Municipality, to finance capital expenditure.
- Bankers, acceptance certificates or negotiable certificates of deposits of banks;
- Long term securities offered by insurance companies in order to meet the redemption fund requirements of Municipalities; and
- Any other instrument or investments in which a Municipality was under a law permitted to invest before the commencement of the Local Government Transition Act, 1996: Provided that such instruments shall not extend beyond the date of maturity or redemption thereof.

10.16. Borrowing Framework Policy & Guidelines

The objective of the policy is to maintain interest rate and credit risk exposure to maintain debt within specified limits and ensure [adequacy](#) for the repayment of debt and to ensure compliance with all Legislation and council policy governing borrowings of funds. The primary goal in the borrowing of funds is obtained at the lowest possible interest rates at minimum risk, within the parameters of authorized borrowings.

The scope of the policy includes:

- a) Risk – The need to manage interest rate risk, credit control credit risk exposure and to maintain debt within specified limits.
- b) Cost of Borrowings - should be structured to obtain the lowest possible interest rate, on the most advantageous terms and conditions.
- c) Prudence - Borrowings shall be made with care, skill, prudence and diligence.
- d) Ownership - All loans must be in the name of KwaDukuza Municipality.

The relevant Legislation and regulations in terms of which borrowing decisions are governed is Local Government Municipal Finance Management Act, No 56 of 2003.

Type of loans included in the policy is “vanilla” loans, structured finance loans and bonds. KwaDukuza has not issued any bonds. KwaDukuza Municipality’s external borrowings have been mainly sourced from the following Institutions:

- South African Registered Banks
- Development Bank of Southern Africa Limited
- Infrastructure Finance Corporation Limited

KwaDukuza Municipality may incur long term debt only for the purpose of Capital expenditure on infrastructure, property, plant or equipment to be used for the purpose of achieving the objects of Local Government as set out in section 152 of the Constitution. The Municipal Finance Management Act provides that the Municipality may provide security for any of its debt obligations, including the giving of a lien, pledging, mortgaging or ceding an asset, or giving any other form of collateral. The Municipality has a bank overdraft facility. However, due to its sound financial position, this facility is not utilized.

Section 46 of the Municipal Finance Management Act stipulates that the Municipality may incur long-term debt only if a resolution of the Council, signed by the Mayor, has approved the debt agreement and the Accounting Officer has signed the agreement or other document which acknowledges the debt.

10.17. Asset Management Policy

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to property, plant and equipment (PPE), which are fixed assets of KwaDukuza Municipality.

A summary of principles supported in this policy are:

- A fixed asset is defined in GAMAP 17 as a tangible item of property, plant or equipment held by the municipality for use in the production or supply of goods or services and which is expected to be used

during more than one reporting period (financial year). Thus a fixed asset is an asset either movable or immovable owned by or under the control of the municipality or from which the municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond one financial year.

- The fixed asset register shall be maintained in the format determined by the chief financial officer, which format shall comply with the requirements of generally recognized accounting practice (GRAP) and generally accepted municipal accounting practice (GAMAP) and any other accounting requirements which may be prescribed.
- Fixed assets are classified under the following headings:
 - Land (not held as investment assets)
 - Infrastructure assets (assets which are part of a network of similar assets)
 - Heritage assets (culturally significant resources)
 - Community assets (resources contributing to the well being of the community)
 - Investment assets (resources held for operational or capital gain)
 - Other assets (ordinary operational resources)
- Every head of department shall be directly responsible for the safekeeping of any fixed assets controlled by the department in question. In exercising this responsibility, every head of department shall adhere to any written directives issued by the chief financial officer to the department in question, or generally to all departments, in regard to the control of or safekeeping of the municipality's fixed assets.
- All fixed assets shall be carried in the fixed asset register, and appropriately recorded in the annual financial statements at their original cost or fair value less any accumulated depreciation.
- Heritage assets are not depreciated as they are regarded as having an infinite life.
- Every head of department shall at least once during every financial year, and in compliance with the relevant written directives issued by the chief financial officer, undertake a comprehensive verification of all fixed assets controlled or used by the department concerned.
- Assets are eliminated from the Statement of Financial Position on disposal or retirement. The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of the financial performance.

IDP NO.	WARD	STRATEGIC OBJECTIVE	PROJECT	BUDGET	KPI	2012/13	2013/14	2014/15	2015/16	2016/17
FV/01/2012	ALL	Municipal Financial viability and Management	Maintaining of the A3 credit rating	R750 000	A3 credit rating	R 150 000	R 150 000	R 150 000	R 150 000	R 150 000
FV/02/2012	ALL	Good Governance	Ensure continued compliance with GAMAP/GRAP	R2 500 000	Unqualified audit opinion	R 500 000	R 500 000	R 500 000	R 500 000	R 500 000
FV/03/2012	ALL	Municipal Financial viability and Management	Compile meter audit coverage plan (MACP)	R750 000	Meter audit coverage plan	R 150 000	R 150 000	R 150 000	R 150 000	R 150 000
FV/04/2012	ALL	Municipal Financial viability and Management	Set up Revenue Protection Unit	R5 000 000	Functional Revenue Protection Unit	R1 000 000	R1 000 000	R1 000 000	R1 000 000	R1 000 000
FV/05/2012	ALL	Municipal Financial viability and Management	Audit of electricity meters	R3 250 000	Audit of meters per MACP	R1 000 000	R 750 000	R 500 000	R 500 000	R 500 000
FV/06/2012	ALL	Municipal Financial viability and Management	Linking of prepaid meters to debtors book	R750 000	Linking of prepaid meters	R 150 000	R 150 000	R 150 000	R 150 000	R 150 000
FV/07/2012	ALL	Municipal Financial viability and Management	Replacement of faulty meters	R3 250 000	Replacement of faulty meters	R1 000 000	R 750 000	R 500 000	R 500 000	R 500 000
FV/08/2012	ALL	Municipal Financial viability and Management	Maintain and update valuation roll.	R12 000 000	Regular Supplementary Valuation Rolls	R2 500 000	R1 000 000	R1 000 000	R1 000 000	R6 500 000
FV/09/2012	ALL	Municipal Financial viability and Management	Continuous assessment of borrowing capacity	R1 000 000	Develop financial forecasting model	R2 000 000	R2 000 000	R2 000 000	R2 000 000	R2 000 000
FV/10/2012	ALL	Municipal Financial viability and Management	Management of prepaid data base	R7 500 000	Appointment of service provider	R1 500 000	R1 500 000	R1 500 000	R1 500 000	R1500 000
FV/11/2012	ALL	Municipal Financial viability and Management	Efficient vending of prepaid electricity	R7 500 000	Appointment of vendors for prepaid electricity	R1 500 000	R1 500 000	R1 500 000	R1 500 000	R1500 000
FV/12/2012	ALL	Municipal Financial viability and Management	Audit of refuse billing	R500 000	Accurate refuse billing	R 100 000	R 100 000			R 100 000

								R 100 000	R 100 000	
FV/13/2012	ALL	Municipal Transformation and Institutional Development	Reviewing of critical policies	R500 000	All identified critical policies to be reviewed	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000
FV/14/2012	ALL	Municipal Transformation and Institutional Development	Improving SCM efficiencies	R1 400 000	More effective SCM processes	R 500 000	R 300 000	R 200 000	R 200 000	R 200 000
FV/15/2012	ALL	Municipal Financial viability and Management	Undertake tariff study	R1 600 000	Cost reflective tariffs	R 500 000	R 500 000	R 300 000	R 200 000	R 100 000
FV/16/2012	ALL	Municipal Financial viability and Management	Ensuring effectiveness of current IT packages in addressing MIS requirements	R1 700 000	Fully functional billing, SCM, assets and GRAP modules	R 500 000	R 500 000	R 300 000	R 200 000	R 200 000
FV/17/2012	ALL	Municipal Financial viability and Management	Updating of Fixed Assets Register	R5 000 000	Fully compliant GRAP Fixed Assets Register	R1 000 000	R1 000 000	R1 000 000	R1 000 000	R1 000 000
FV/18/2012	ALL	Good Governance	Enable a greater awareness of the Municipal Property Rates Act	R 500 000	MPRA Communications Strategy	R 100 000	R 100 000	R 100 000	R 100 000	R 100 000
FV/19/2012	ALL	Good Governance	Complete audit of all properties within municipal area of jurisdiction	R2 600 000	Appointment of service provider and updating of the debt management system	R1 500 000	R 500 000	R 200 000	R 200 000	R 200 000
FV/20/2012	ALL	Municipal Institutional Development and Transformation	Development of internal capacity in order to deal with legislative changes and compliance issues	R5 000 000	Appointment of Finance Management Interns	R1 000 000	R1 000 000	R1 000 000	R1 000 000	R1 000 000
FV/21/2012	ALL	Municipal Financial viability and Management	Implement Smart Metering systems able to implement IBT/TOU and remote meter readings, disconnections, reconnections, etc.	R20 000 000	To identify type of metering system and to begin phased implementation	Nil	Nil	Nil	R10 000 000	R10 000 000

FV/22/2012	ALL	Municipal Institutional Development and Transformation	Use of modern technology for consumer billing and management	R4 070 000	Consumer statements to be accessed via website; use of MMS technology and cell phone vending	R 65 000	R 69 000	R 73 000	R 100 000	R 100 000
FV/23/2012		Municipal Institutional Development and Transformation	Setting up a unit to deal specifically with Indigent Support in the Municipality	R2 500 000	A fully functional Indigent Support Unit	Nil	Nil	Nil	R1 200 000	R1 300 000
FV/24/2012		Municipal Institutional Development and Transformation	Setting up a unit to deal specifically with property valuations within the municipal area of jurisdiction	R5 500 000	A fully functional in-house valuations department	Nil	Nil	Nil	R2 500 000	R3 000 000

Chapter 11

Performance management Systems

11.1. Accounting Policies

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19(1) states: “A municipal council must strive within its capability to achieve the objectives set out in Section 152 of the Constitution” and Section 19(2) of the same Act stipulates: “A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1)”. The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

The White Paper on Local Government, March 1998, refers: “Integrated development planning, budgeting and performance management are powerful tools which can assist municipalities to develop an integrated perspective on the development in their area. It will enable them to focus on priorities within an increasingly complex and diverse set of demands. It will enable them to direct resource allocation and institutional systems to a new set of development objectives.” It is thus an integrated system that is best described in Chapter 6 of the MSA, which specifically emphasizes that the municipality must implement a performance management system that is in line with the priorities, objectives, indicators and targets contained in the IDP. The saying “what you measure you become” is appropriate because it is only in the course of performance management that a municipality will know whether it achieves its priorities through an integrated planning and implementation process. Thus, Chapter 6 of the MSA requires local government to:

- Develop a performance management system.
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP).
- Publish an annual report on performance management for the councilors, staff, the public and other spheres of government.
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government.
- Conduct an internal audit on performance before tabling the report.
- Have the annual performance report audited by the Auditor-General.

- Involve the community in setting indicators and targets and reviewing municipal performance.

Furthermore, the MFMA obligates a Service Delivery and Budget Implementation Plan (SDBIP) to be based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture.

In other words, good corporate citizenship is all about how the municipalities set their priorities through the performance management system as per the IDP, conduct their business as per the SDBIP and relate to the community they serve through community input and public participation. The purpose of the IDP is to ensure that the resources available to the municipality are directed at the delivery of projects and programmes that meet agreed municipal development priorities.

11.2. Once A Municipality Starts To Implement Its IDP It Is Important To Monitor That:

- The delivery is happening in the planned manner
- The municipality is using its resources most efficiently
- It is producing the quality of delivery envisaged

To comprehend the relationship between IDP review and performance management, the following quotation from the Performance Management Guide for Municipalities, DPLG, 2001 (draft 2, page 16) becomes relevant: “The IDP process and the performance management process should appear to be seamlessly integrated. Integrated development planning fulfills the planning stage of performance management. Performance management fulfills the implementation management, monitoring and evaluation of the IDP process”. Although the IDP is a five-year plan, it has to be renewed annually as prescribed in Section 34 of the MSA. The IDP has to be handled at the highest level, hence the allocation of the responsibility to the mayor to manage the IDP process and to assign responsibilities to the municipal manager. As head of the administration, the municipal manager in turn is responsible and accountable for the formation of an efficient and accountable administration to give effect to the IDP. The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and Section 57 managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Manager, published in 2006 seeks to set out how the performance of municipal managers will be uniformly directed, monitored and improved. The regulations address both the employment contract of a municipal manager and the managers directly accountable to the municipal manager (Section 57 managers). A good performance management model will therefore align the processes of performance management to the IDP processes of the organization. It will ensure that the IDP is translated into scorecards and performance plans that will be monitored and reviewed. The categories of key performance areas provided by a model should relate directly to the identified priority areas of the IDP.

This process is illustrated by Diagram 30. As is indicated, the KwaDukuza Municipality's is following a comprehensive and integrated approach that is initiated by the approval of the IDP and Budget process plan, followed by an intense analysis and priority setting phase. The departments respond to the priorities and strategies through the development of business plans and detail project plans as facilitated by the PMS unit. After the interrogation of both business and project plans, a draft IDP and budget is put through a transparent consultative process before submission to and approval by Council. The approval of the IDP and budget initiates the development and submission of a SDBIP that culminates into a monitoring and reporting process on a monthly, quarterly and annual basis.

11.3. Overview of Policies Guiding Performance Management In The KwaDukuza Municipality

11.3.1. Policy Framework

On 27 May 2009 the Council adopted a Performance Management Framework regulating the performance management system in the municipality. The framework provides guidelines on the development and implementation of the organizational performance management system. An employee performance management policy was subsequently submitted to Council and is to be resubmitted to the Executive Committee and Council for approval and a reviewed performance management framework and procedure manual are still in development stage.

a) Planning for Performance Management

In planning for performance management and in the process of reviewing its policy, KwaDukuza Municipality has aimed to ensure that the system complies with all the requirements set out in legislation with specific reference to the 2001 Regulations. Amongst others the KwaDukuza Municipality aims to:

- Show how it is going to operate and manage the system from the monitoring up to the stages of performance reporting evaluation and review;
- Indicate how the various stakeholders and role players including the community will be included in the implementation and functioning of the system;
- Clarify how it will implement the system within the framework of the IDP process, including any procedures to be followed;
- Address the matter of how often reporting will take place and to whom; and
- Link the organizational performance management system to the employee performance management system. KwaDukuza Municipality is in the process of ensuring better alignment between the IDP and the performance management processes and systems. Through the IDP, KwaDukuza Municipality plans for performance management, and through performance management KwaDukuza Municipality manages monitors and evaluates the achievement of the IDP.

b) Priority Setting

Through consultation with the community and other key stakeholders, the IDP process helps to define:

- What the delivery priorities and objectives are. The objectives clearly identify the developmental priorities of the KDM. The institution expanded on the roll-out plan in the SDBIP to ensure that it is tangible and measurable;
- What transformational initiatives will be undertaken by the institution;
- Which strategic projects will be implemented to achieve the delivery priorities and objectives;
- What financial resources will be used to realize the priorities?
- How KwaDukuza Municipality will measure the achievement of the objectives through clear indicators.
- The National Key Performance Indicators are prescribed in Section 43 of the MSA and must therefore be included in KwaDukuza Municipality's IDP.

They include:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
- The percentage of households earning less than R1 100 per month with access to free basic services
- The percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of its IDP.
- The number of jobs created through the municipality's local economic development initiatives including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with KwaDukuza Municipality's approved employment equity plan.
- The percentage of the municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability which looks at debt coverage, outstanding debtors to service revenue, and cost coverage. The KwaDukuza Municipality reviews its other key performance indicators annually as part of the performance review process. This is initiated through the review of the IDP, SDBIP and budget annually, and filters through to the individual performance plans.

c) Setting Targets

The KwaDukuza Municipality continuously aims to ensure that its targets comply with the Performance Management Regulations (Chapter 3, Regulation 12, 2001). Therefore the targets set in the IDP have to:

- Be practical and realistic;
- Measure how effective and efficient the KwaDukuza Municipality is, as well as what the impact it is making; 130
- Clearly indicate who (which department) will deliver a target;
- Have corresponding resources;
- Include the budget;
- Relate to the priorities and objectives for development as in the IDP; and
- Update targets against achievement, community priorities, available resources and the national

d) Performance monitoring

Monitoring is the regular observation and recording of activities taking place in a project or a programme, or of a key performance indicator. It is a process of routinely gathering information on all aspects of the strategic objective, key performance area, programme or project. Monitoring also involves giving feedback about the progress of the project to the donors, implementers and beneficiaries of the project. Once a municipality has developed outcomes, outputs, targets and performance

indicators in the IDP, SDBIP and Individual Performance Plans, it must set up mechanisms and systems to monitor the extent to which objectives, projects and processes are realized.

The 2001 Regulations Chapter 13 reads:

(1) A municipality must, after consultation with the local community, develop and implement mechanisms, systems and processes for the monitoring, measurement and review of performance in respect of the key performance indicators and performance targets set by it

(2) The mechanisms, systems and processes for monitoring in terms of sub regulation (1) must:

(a) Provide for reporting to the municipal council at least twice a year.

(b) Be designed in a manner that enables the municipality to detect early indications of underperformance, and

(c) Provide for corrective measures where underperformance has been identified.

The performance monitoring is an ongoing process that runs parallel to the implementation of the agreed IDP. A municipality must develop a monitoring framework that identifies the responsibilities of the different role-players in monitoring and measuring its performance and allocate specific tasks in respect of the gathering of data and submission of reports.

- It is an ongoing process that runs parallel to the implementation of the approved IDP. It identifies the roles of the different role players in monitoring, reporting and evaluating the municipality's performance measurement.
- Ensures that specific tasks are allocated to the gathering of data and submission of reports
- Ensures that procedures are in place to collect, store, verify and analyze data and to produce reports.
- Provides for reporting to the municipal council as per legislative requirements
- Is designed in a manner that enables the municipality to detect early under-performance (organizational and employee performance management)
- Provides for corrective measures where underperformance has been identified (organizational and employee performance management).
- Compares current performance with performance during the previous financial year and baseline indicators
- Re-directs the performance management system to make available accessible management information data for better decision-making

e) The Performance Measurement Framework

The Scorecard Model was adopted by the KwaDukuza Municipality and is aimed at measuring performance across

The 5 National KPA's:

- Basic Service Delivery
- Institutional Development and Transformation
- Local Economic Development
- Financial Viability and Management
- Good Governance and Public Participation

f) Conducting Performance Reviews

A municipality must review its performance management system annually in order to:

- Identify the strengths, weaknesses, opportunities and threats of the municipality in meeting the key performance indicators and performance targets set by it, as well as the general key performance indicators prescribed by the Municipal Systems Act 32 of 2000, Section 43.

7 General KPIs):

Review the key performance indicators set by the municipality in terms of **Local Government Management Regulations 2001** input, output, outcome indicators);

Through the review process it is established whether objectives, key performance indicators, targets and projects have been achieved or where changes should be made where the municipality did not achieve on its objectives, key performance indicators, targets and projects and thereby ensures that it delivers on its service delivery and complies with legislation. The review process starts with the review of the IDP where strategies, objectives, outcomes, outputs, targets and performance indicators are reviewed. Flowing from the review of the IDP, the SDBIP and Individual Performance Plans are reviewed to ensure that the IDP is implemented on operational level and is monitored, assessed, reported, evaluated and reviewed on quarterly basis. Performance review is a process whereby the organization, after measuring its own performance, assesses whether it is doing the right thing by:

- Analyzing the information to see whether targets have been met and whether the future targets will be realized.
- Benchmarking to compare the performance of the Municipality with other similar Municipalities
- Surveys to obtain feedback from the community about their views of the performance of the municipality

The review takes place simultaneously with the IDP review and adjustment budget phases. The KwaDukuza Municipality has to date applied all methods in assessing its performance, and is continuously seeking ways to improve assessment of its performance.

g) Reporting on Performance

Reporting requires that the municipality takes the priorities of the organization, its performance objectives, indicators, targets, measurements and analysis, and presents this information in a simple and accessible format, relevant and useful to the specific target group, for review. The Service Delivery and Budget Implementation Plan (SDBIP) is the basis for the Municipality's reporting. Generally four reports are submitted per annum to Council.

11.4. Quarterly IDP and SDBIP Reporting

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.

The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More

importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.

Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).

- **Mid-year budget and DPLG report**

Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.

- **Performance report**

Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following:

- The performance of the municipality and of each external service provided during that financial year;
- A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and
- Measures to be taken to improve on the performance

The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.

- **Annual report**

Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:

- the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated • annual financial statements);
- the Auditor-General's audit report on the financial statements;
- an assessment by the accounting officer of any arrears on municipal taxes • and service charges;
- particulars of any corrective action taken or to be taken in response to issues raised in the audit reports;
- any explanations that may be necessary to clarify issues in connection with the financial statements;
- any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality;
- any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality an assessment by the accounting officer of the municipality's performance • against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year;

- an assessment by the accounting officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality;
- the annual performance report prepared by a municipality; and
- any other information as may be prescribed.

Section 127 prescribes the submission and tabling of annual reports. In terms of this section:

- 1) The accounting officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the municipal manager of its parent municipality.
- 2) The mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the municipality and of any municipal entity under the municipality's sole or shared control.
- 3) If the mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:
 - submit to the council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; and
 - submit to the council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.

11.5. Oversight Report

The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statement whether the council:

- a. has approved the annual report with or without reservations;
- b. has rejected the annual report; or
- c. has referred the annual report back for revision of those components that can be revised.

In terms of Section 132, the following documents must be submitted by the accounting officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:

- a. the annual report (or any components thereof) of each municipality and each municipal entity in the province; and
- b. all oversight reports adopted on those annual reports. It is important to note that the oversight committee working with these reports should be chaired by the opposition party.

i) Individual Performance

The best type of performance management system adopts a cascading or "rolling-down" of performance objectives from top to bottom. The Department of Provincial and Local Government (DPLG) Performance Management Guidelines for Municipalities (2001)(par.5.9) states: "The performance of an organization is integrally linked to that of staff. If employees do not perform an organization will fail. It is therefore important to manage both at the same time. The relationship between organizational

performance and employee performance starts from the review of the IDP that also correlates with the review of individuals on how well they have performed during the course of the different performance management phases.”

The Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers (2006) sets out the parameters on how the performance of Municipal Managers and their managers directly accountable to them (Section 57 Employees) will be directed, monitored and improved. Firstly, an employment contract has to be concluded between the Council and the S57 Managers on appointment and secondly, a separate Performance Agreement and Plan also has to be concluded annually.

11.5.1. Phase 1 – Performance Planning

This is about jointly identifying individual performance expectations and gaining the employee’s commitment in achieving these expectations. This also entails the identification of KPA’s and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

a) Setting of appropriate key performance indicators (KPI’s)

During the performance management process key performance indicators (KPI’s) must be identified for each of the Municipality Key Performance Areas (KPA’s). They are statements of measurement in terms of e.g. a percentage, a number, an index or any other recognizable unit. Indicators are used to indicate whether progress is being made in achieving the CKPA’s. Indicators should be measurable, simple, precise, relevant, adequate and objective.

The choice of an indicator must be guided by the availability of data for its measurement and the capability to collect it. These indicators must be translated to the Performance Plans of top management. The performance agreement provides for the method upon which the performance of the employee must be assessed. The Performance Plan consists of two components and the employee must be assessed against both components. These components are the Key Performance Areas (KPA’s) and the Core Competency Requirements (CCR’s). KPA’s covering the main areas of work will account for 80% and CCR’s will account for 20% of the final assessment. The national KPA’s which need to be measured and to which the KDM Objectives and KPA’s subsequently need to be aligned. It is however important to note that 80% of the performance covered in the Section 57 contract (performance plan) must relate to the IDP of the municipality

b) Setting of measurable performance targets

Performance targets are the planned level of performance or the milestones an organization sets for itself for each identified indicator – it is the desired level of service delivery for the current financial year or specified period. Baseline measurements, which are the measurement of the chosen indicator at the start of the period, must be set. Baseline information defines the status quo. It is important to know how the organization is performing at the current moment in order to determine, after a period of time, if any positive progress was made. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capability. The setting of targets entails a two-way communication:

- *The councilors need to give clear direction as to the importance of the target and how it will address the public need. Targets should be informed by the development needs of communities and the development priorities of the municipality.*
- *Line managers need to advise as to what a realistic and achievable commitment for a target is, given the available resources and capability. Managers will need to advise on seasonal changes and other externalities that should be considered in the process of target setting. There must be clear timelines related to the set targets.*

Planning for performance is directly related to resources; therefore performance targets can only be set once the available resources, especially the approved budgets, have been identified. Planning for best performance is therefore directly related to the budget, IDP and SDBIP. However, constraints, risks and standards must also be taken into consideration and must be well documented in advance. The targets identified in the IDP and SDBIP must be translated to the Performance Plans of Top Management. The documented information must be taken into consideration during the reviewing phase of the performance management cycle.

11.5.2. Phase 2 – Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timeously detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies. During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance as well as other standards that have been set in advance. During this phase it is also important to document any evidence proving performance. Although actual measurements are done each quarter, formal coaching only has to be done half yearly provided the documented performance in the first and third quarter is satisfactory.

11.5.3. Phase 3 - Reviewing

This phase involves jointly reviewing actual performance against expectations at the end of the performance cycle to review and document planned vs. actual performance.

The following guidelines are applicable for conducting a performance review:

- The Executive Director to prepare ratings of his performance against key performance indicators. The rating is done by considering actual cumulative organizational achievement as well, the portfolio of evidence which was documented during the coaching cycle, as well as any other relevant input. For an exposition of the five points scale and set criteria see the glossary of terms.
- Manager/supervisor to ask employee to prepare for formal appraisal by rating him/herself against the agreed key performance indicator

- Manager/supervisor and employee to meet to conduct a formal performance rating with a view to conclude a final rating. The employee may request time to consider the rating. A second meeting may then be necessary. In the event of a disagreement, the manager/supervisor has the final say with regard to the final rating that is given.
- After the ratings have been agreed upon the scores are calculated.
- The manager/supervisor should make his/her own notes during the formal review meeting. All the criteria that have been specified must be taken into consideration
- Only those KPI's relevant for the review period in question should be rated according to a five point scale.
- Only after the year-end review, do the manager / supervisor and employee prepare and agree on an individual learning plan.
- The setting of new key performance areas which will link up to the KwaDukuza Municipality KPA's and the identification of the concomitant indicators for the next financial year need to be concluded by the end of June of the current year. However the identification of KPA's forthcoming from the learning plans and the setting of targets, weights and dates can only be done after the year-end review has been concluded.

The total score is determined once all the output and input KPI's have been rated and scored. This is done with a view to establish if an employee is entitled to a notch increase or an accelerated salary progression or a non-financial award. Should an employee not be achieving the KPA's in his/her performance agreement the manager/supervisor should assist the employee by managing his/her performance more closely. It is not appropriate that the first time an employee hears about his/her non-performance is at the formal performance review. Employees must be coached and given feedback throughout the year.

11.5.4. Phase 4 - Rewarding

A performance bonus ranging from 5%-14% of the all-inclusive remuneration package can be paid as follows:

- A score of 130%-149% is awarded a bonus of 5%-9%; and
- A score of 150% and above is awarded a bonus of 10%-14%.
- Rewarding of performance for Section 57 employees is to be done after the tabling of the annual report.

11.6. Challenges

- **Policy Framework**

The following is still being improved in planning processes:

- *To determine and review the strategic initiatives and targets during the IDP process*
- *The integration of developmental targets with core business and departmental budget*
- *Understanding and managing the setting of priorities for the various financial years in the MTEF and their KPI's in the context of the 5 year term of the IDP, i.e. managing the context of inputs and the underlying assumptions of the inputs will achieve through processes on the output level.*
- *Aligning input and output departmental indicators to outcome indicators in the IDP*
- *Integrated alignment between IDP, SDBIP, LSDBIP, budget and individual performance management system*
- *To verify and validate numerous departmental indicators and to classify in terms of different type and category*

- *To start to develop business intelligence out of the data*
- *Ownership of congregated Key Performance Indicators*

There is a need to report achievement against a “fixed” target as opposed to the Municipality’s administrative reality of moving targets – this is best explained against an indicator such as % of households with access to basic or higher levels of service (NKPI). The households in a Municipality are not static and are continually increasing – therefore within a restricted resource allocation towards service delivery, it might look as if eradication of service delivery backlogs is slow – however the backlog might be growing as a result of unplanned for growth due to migration etc. When the number of households is annually increased as per growth figures, it creates tension on the reporting side.

Targets are set in line with the established need in departmental business plans, which are to be included in the IDP. When the budget is finalized, however, the resource requests are not granted due to budgetary constraints – the impact of this is that sometimes the targets are not changed in the IDP. The KwaDukuza Municipality’s performance management policy under review makes provision for the review of organizational and individual performance. The municipality has a number of challenges in developing a monitoring framework:

- The current system does not allow for the non-financial planning of initiatives – i.e. for developmental initiatives e.g. improving community skills, or focusing on target groups such as the youth or women
 - There are a number of Municipality level databases that require developing.
 - The monitoring has to include ability to report on not only the Municipality’s priorities but also on National KPI’s or provincial indicators. This becomes challenging when the Municipality has a priority to support people receiving an income of R1700 or less as indigents whereas the national regulations make provision for R1100 – and reporting on the people that the Municipality is supporting is therefore narrower than required.

11.7. Governance Within The PMS

A performance audit committee (PAC) has been established, and meets four times a year to review the quarterly progress achieved. During the year, on an ongoing basis the Internal Audit Department audits the portfolios of evidence maintained by the Section 57 managers and reports back to the PAC and to the Municipal Manager. The municipality has a number of challenges in developing a monitoring framework:

- The current system does not allow for the non-financial planning of initiatives – i.e. for developmental initiatives e.g. improving community skills, or focusing on target groups such as the youth or women
- There are a number of Municipality level databases that require developing.
- The monitoring has to include ability to report on not only the Municipality’s priorities but also on National KPI’s or provincial indicators. This becomes challenging when the Municipality has a priority to support people receiving an income of R1700 or less as indigents whereas the national regulations make provision for R1100 – and reporting on the people that the Municipality is supporting is therefore narrower than required.

11.8. Response To The Findings Of The Auditor-General For 2010/2011

The following table shows the findings of the Auditor-General for the 2009/2010 financial year on the Municipality's PMS. The table also details the KwaDukuza Municipality's comments and the action plan to respond to the findings.

11.9. Inconsistently Reported Performance Information

The municipality has not reported throughout on its performance with regard to its targets as per the approved integrated development plan. Targets in respect of low income housing and the amnesty meter program were excluded from the service delivery budget and implementation plan. In addition, no evidence could be provided for the approval to infrastructure targets from the approved IDP

11.10. Reported Performance Information Not Relevant

The targets relating to the housing programme were not specific in clearly identifying the nature and the required level of performance, measurable in identifying the required performance and time bound in specifying the time period or deadline for delivery

11.11. Source Information Not Accurate and Complete

The source information or evidence provided with regard to the housing programme did not adequately support the accuracy and completeness of the reported performance information

Performance management is a process which stretches right through the organization, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organization as well as to all persons related to it. Within the South African Municipal environment this also includes the political figures who are responsible for that organization. As indicated earlier, *the White Paper on Local Government (1997)* states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation. As a start there are things that a municipality simply must do.

It must:

- a) Establish a performance management system that is commensurate with its resources, best suited to its circumstances and in line with its targets, priorities and objectives contained in its IDP.
- b) Promote a culture of performance management among its political structures, political office bearers, councilors and administration.
- c) Administer its affairs in an economical, effective, efficient and accountable manner (Municipal Systems Act, 2000). Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organizational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP. In light of the above, the KDM is well underway to following the intent and requirements of legislation and will soon conclude a comprehensive approach on how the system can fulfill obligations to the fullest extent intended by law.

12. ANNEXURE A: KWADUKUZA NEEDS ANALYSIS

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5
<ol style="list-style-type: none"> 1. Sports Field at Sokesimbone Area 2. LED Projects 3. Grazing Fields 4. Rural Housing Project 5. Fawsley Park/Wellvale/Dendethu _ Housing /Roads/Water 6. Upgrade of the existing bridge (kwaMlilo) 	<ol style="list-style-type: none"> 1. Additional classrooms to the existing schools 2. Satellite police station 3. Cemetery -Zamani area. 4. Resurfacing roads in Darnall and Zinkwazi 5. new road to the reservoirs 6. Upgrading of existing recreational facilities and new sporting facilities in Soweto 7. Upgrading for the basket project in Zinkwazi 8. Storm water upgrades 9. Water piping to be upgraded in identified areas and sanitation 10. Toilets on beach and in parks to be upgraded 10. Bus Shelters 11. Tarring of roads 12. Junior Primary School 13. Youth Centre 14. Support Centre 15. Upgrade of existing Clinic 16. Market place to sell next R102 	<ol style="list-style-type: none"> 1. Nyathikazi Bridge (Urgent) 2. Housing (Nyathikazi, Twele & New guilderlands) 3. Nyathikazi Recreation ground 4. Nonoti Mouth Recreation ground 5. Nonoti MIG Road 6. Upgrading of gravel roads 7. Maintenance of recently tarred roads 8. Extension Electricity Projects (Twele area) 9. Transfer electrical service provider-Eskom to KwaDukuza 10. Library 11. Permanent clinic 	<ol style="list-style-type: none"> 1. Cemeteries 2. Improving of the quality of water 3. Housing- awaiting Planning approval 4. Sports field- currently under construction 5. Improving of Sanitation 6. Water (Sinqobile) 7. Multipurpose centre 8. Clinic 9. Police station 10. Upgrade of road (eTsheni) 11. Library 12. Play parks 13. LED projects 14. Electricity (Infills) and transfer electricity to KwaDukuza 16. Improve Public transportation 	<ol style="list-style-type: none"> 1. Recreational facilities (Shakashead) 2. Storm water systems (Shakashead) 3. Sanitation (Shakashead) 4. Access road (Compensation-Ballito) 5. Tarring of existing roads 6. Railway station 7. Hospice 8. SMME support 9. High School

Ward 6	Ward 7	Ward 8	Ward 9	Ward 10
<ol style="list-style-type: none"> Standard branded directional signage and improved traffic signs Storm water outfalls on beaches (possible pier) Finalised Tourism and Marketing Strategy Construct Pedestrian Walkway down Ballito Drive, and upgrade compensation Beach Drive and 11KV substation for Ballito Village Node 3 Taxi stops - Lifestyle, Ballito village and Salt rock Bus Service High School Sewer line to be moved off Willard Beach Demolish and reconstruct toilets at and Thompson Bay Fencing of the 2 sites of conservation - Waterberry and Pigeon wood in Ballito CCTV cameras on Promenade Visible 24 hour policing throughout Ward 6 Informal Trading Policy and facilities for storage and vending for beach vendors Removal of alien vegetation 	<ol style="list-style-type: none"> Crèche Addressing illegal dumping Roads tarring & maintenance Electricity Speed humps & traffic calming (R102) SMME Development ABET Visible police patrol Water and sanitation Railway station Recreational facility Upgrade of existing sports field (Nxumalo) Electrical vendor Verge maintenance Skips Bus shelters (upgrade), Bus service & street lighting in bus stops Mobile clinic Community hall Sportsfield (Shayamoya) Multi-purpose centre Health workers Dislodging of VIP toilets High school Storm water drainage Land for housing Land for agriculture Library Street names Play park Staircases Bridge (cemetery-Shayamoya) Sidewalks Water connections 	<ol style="list-style-type: none"> Additional housing Upgrading of Stormwater Upgrading of drainage system (Nkobongo & Shakaskraal) Water and sanitation Upgrading of sports field Primary school Tarring of roads Resourcing of resource centre Cricket ground Sidewalks (Nkobongo) Health workers Industries-job creation Banking facility Electrical vendor (Nkobongo) Shopping Centre (Nkobongo) Police visibility Kraal-Tourism 	<ol style="list-style-type: none"> Improving of sanitation Bus route Upgrading of gravel roads Housing project Fencing of graveyards Extension of rural housing Street lighting Sports field Cemetery Multi-purpose centre Gravel roads Bus shelters Play parks Dipping tank Bridges (Mahambebukwa) 	<ol style="list-style-type: none"> Sanitation Street lights Bush clearance (between Old Age Home and BW Vilakazi School along R102) Upgrading of Groutville Market Land for housing Electricity Tarring of roads (School road, KwaBukhosini, KwaManqele) Resurfacing of the gravel roads Upgrade of storm water system (BW Vilakazi School) Waste removal Worship sites Desludging of toilets Crime prevention and visibility of police Business Centre Community hall (Groutville)

<p>Ward 11</p> <ol style="list-style-type: none"> 1. Tarring of uMkhanyakude, Congo road, Mzimela- Chris Hani, Makhalathini, eTsheni roads 2. Multipurpose centre 3. Extension of Nkukwini Hall 4. Renovation of Melville Hall 5. Market facility Melville 6. 6 Skips 7. Chief Albert Luthuli high school 8. Sports facilities 9. Ward comm. Office 10. Play parks 11. Housing 12. Clinic 13. Satellite police station 14. Bridge –eThembeni-Nkukhwini 15. Toilets at Tinley Manor Beach 	<p>Ward 12</p> <ol style="list-style-type: none"> 1. Planning for light industry development in eThembeni Area 2. Waste removal 3. Electricity (Ten Acre) 4. Upgrading of roads 5. Title deeds Ethafeni 6. Community hall Dube Village 7. Upgrading of the tunnel 8. Electricity Tem Acre 9. V drains Dube toll gate area 10. Ten Acre 2 tarring of road 11. Fencing of the community hall 12. Upgrade of Toll gate market 13. Skips 14. Pedestrian bridge – Dube village 15. Vending machines Dube Village 	<p>Ward13</p> <ol style="list-style-type: none"> 1. Housing 2. Upgrading of sports field 3. Building of combo courts in Glenhills 4. Completion of Glenhills Multi-Purpose Centre 5. Community Hall for Shayamoya, Mpongompongweni and Steve Biko areas 6. Library 7. Post office 8. Public phones 9. Land for housing 10. Road (Steve Biko phase 2 11. Storm water management 	<p>Ward14</p> <ol style="list-style-type: none"> 1. Sports field 2. High School 3. Tarring of the roads 4. Road signage 5. Crèche 6. Desludging of the toilets 7. Side walks 8. Storm water 9. Security at the hall/burglar guards 10. Bus shelters 	<p>Ward 15</p> <ol style="list-style-type: none"> 1. Crèche/Pre/Primary /High Schools/ (Ntshawini area) 2. Link road for Gledhow station & South 3. Housing _ Gledhow station 4. Community Hall – Gledhow Station 5. Link road _ Ntshawini – Shayamoya Ward 13 6. Sports facilities/Play parks for children 7. Road infrastructure 8. Business Centre 9. Sanitation & Water
<p>Ward16</p> <ol style="list-style-type: none"> 1. Stanger Heights bridge 2. Sports facilities 3. Upgrade and general maintenance 4. Road infrastructure 5. Overhead bridge by Stanger Secondary 6. Extension of Mdoniville Hall 7. Road marking 8. Extended housing benefit scheme 9. Side walks 	<p>Ward 17</p> <ol style="list-style-type: none"> 1. Six road to be tarred Doesberg 2. Side walks 3. Extension of the community hall 4. Resurfacing and dressing rooms at Lindelani sports field/ grand stands 5. Multipurpose center 6. Crèche 7. Bus Shelters 8. Combo courts 9. Old age home 10. Hospice/homes for the disabled 11. Craft centre 12. Storm Water 13. Sidewalks Windy Heights 14. Transfer of power meters to formal houses 15. Fencing – Stanger Manor Ground/Grand stands 16. Repair of Tennis courts 17. Provision of municipal parking 	<p>Ward 18</p> <ol style="list-style-type: none"> 1. Sanitation 2. Skills centre 3. Housing 4. Upgrading of Youth Centre into wellness and fitness centre 5. Upgrading of Sports facilities 6. Renovation of Shakaville Community Hall 7. Pedestrian bridges for Mbozamo River 8. Speeds humps at C Section Lindelani 9. Crèche facility – C Section & Mbozamo 10. Dlambedlu pedestrian bridge to X 36 11. Police patrol 12. Road tarring Section C 13. Speed humps Mbozamo 	<p>Ward19</p> <ol style="list-style-type: none"> 1. Upgrading of recreational facilities 2. Upgrading of Road infrastructure 3. Upgrading of parking areas in the CBD 4. LED and job creation projects 5. Town view rocky park and CBD electricity 6. Ablution facilities CBD 7. Containing of water flooding river side road _ Townview 8. Pedestrian crossing 9. Pension payout points (solution) 10. Benches (town) 11. Market plaza area cleaning 12. GPS System for storm water 13. Robot s – Gizenga – Balcomb – FNB inter-section 14. Upgrading of entrance to 	<p>Ward 20</p> <ol style="list-style-type: none"> 1. Cemeteries 2. Upgrading of roads 3. Sanitation – Water 4. Clinic 5. Sports facilities 6. Library 7. Parks 8. Swimming pool 9. Pay points 10. High School 11. Tinley manor school 12. Speed humps R102 13. Street names 14. Sidewalks 15. Fencing of hall 16. Bus shelter 17. Worship site 18. Housing 19. Security _ hall 20. Upgrades of gravel road 21. Ward committee office

	at Stanger Manor 18. Repair of RDP houses 19. High School – Lindelani 20. Upgrade of Stanger Manor entrance 21. Library Lindelani 22. Worship Sites Lindelani 23. Land for Housing 24. Market Stalls in Stanger Manor 25. Improving of the quality of water and electricity 26. Sanitation 27. Upgrading of Stanger Manor Grounds 28. Community Hall at Stanger Manor 29. Transfer Stations(for all wards)	14. Community hall Mbozamo 15. Bus shelters 16. Securing of municipal buildings	town	equipment 22. Pegging of the area
Ward 21 1. Clinic 2. Transport system (Buses) 3. Health Services (Patients to be sent to Stanger Hospital not Osindisweni) 4. Mobile Police Station 5. Job Opportunities (Local people must get first preference) 6. Houses 7. Basic Services	Ward 22 1. Cleaning of Umhlali river and storm water throughout CBD and C1 2. Old age home (Shakaskraal) 3. Tarring of Circle road (Shakashead) 4. Housing in Shakaskraal and C1 (low and middle income) 5. Road curbing (old age home – shell) 6. Upgrading of drainage system 7. Removal of alien vegetation 8. Community Hall in Mellowwsood Park 9. Sportsfields 10. Shisampampa accesses 11 Bus service 12 DESLUDGING OF TOILETS 13 Repair of RDP houses per list 14 Salt Rock Beach facilities upgrade - storage for traders 15 Toilets at Granny's Pool beach 16 Pavements - repair and installation	Ward 23 1. Additional houses (population has increased) 2. Street names and Access route from Paki to the local Cemetery place 3. Waterborne toilets 4. Road maintenance 5. Crèche & Pre-School 6. Signage at Nkantini Area 7. Extension of Hall (for Cooking & other things) 8. Post Boxes	Ward 24 1. Roads at Mphithiza 2. Bridge at Mphithiza 3. Safe play lot for children 4. Site currently used by the Gledhow mill should be used for community related uses 5. Upgrade of sports facility- tennis court (Melville) 6. Swimming pool 7. Congo housing project 8. Utilization of local labor for housing project 9. Awareness in terms forming co-operatives to exploit sand mining opportunities 10. Assistance with the acquisition of sewing machines 11. Crèche 12. Crime at the compound (enkopholo) 13. Sewerage problems throughout the ward, especially at Barracks 14. Traffic calming measures on R102 15. Stormwater problems at	Ward 25 1. Toilets 2. Grazing Camps 3. LED Projects (Skills development) 5. Sun source Clinic 6. Signage & Speed humps next to Shekembula H. School 7. Electricity at Kamu 8. Ohlange= Houses Toilets, Electricity & Water 9. Businesses Sites 10. Combo Courts at Shekembula High School 11. Mobile Police Station 12. Upgrade of sports Facilities (Equipments) 13. In route roads between houses.

	17 High School 18 Traffic calming on R102 and past Millview 19 Street names - C1 and zimbali Lakes 20 Skills training and job creation		Melville Primary School- channel blocked by sand mining trucks 16. Need to finalize ownership of houses at Barracks.	
Ward 26 Roads Housing Toilets/sewerage Water Electricity Electrical vending machine Play parks	Ward 27 Housing Land issue (security of tenure) Roads Sports facilities Clinic Community hall Mabhodweni to Mkhambeni Bus route Bus shelters Mngezu Road Mabhodweni to Thethwayo Qaqeni road from Mkhambeni Mgwaba to Nyongo Rd Madakeni Rd Gcugcwa Rd Maromeni to Monza Rd Kotshi to Khuzwayo Mkhombeni to Monza Mkhambeni to Myeza Nsikeni Rd Mthembu Rd Nodunga sportsfield Mbusiswa Rd Ashville Rd Oqaqeni sportsfield Infills (ID meer)			

